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Generation Z, Employee Enagement And Leadership Communication Behaviors

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ABSTRACT

As Generation Z enters the workforce, new and perplexing questions for leaders emerge. Members of Generation Z, the generational cohort following the Millennials, were born in 1995 and later and come with unique characteristics, including an ability to use technology and consume online data in accelerated ways. Much has been written about the Millennials but little can be found in the current literature about Generation Z and workplace behaviors. The purpose of this quantitative correlational study was to examine if there is a correlation between Generation Z's levels of employee engagement (trust, control mutuality, commitment and job satisfaction) and leadership's willingness to communicate transparently. Seventy-eight alumni from the 2017 and 2018 graduating classes of a small, Midwestern four-year university participated in the study. A standard multiple regression analysis was utilized to test the hypotheses and to evaluate if a relationship existed between the independent variables (trust, control mutuality, commitment and job satisfaction) and the dependent variable, transparent leadership communication. The findings indicated that Generation Z's trust, feelings of control mutuality, commitment to the organization, and job satisfaction are strongly correlated with transparent leadership communication. The cultivation of an employee-centered, transparent leadership communication system that disseminates detailed, substantial, fair and accurate information is pertinent as a new generation takes hold in the workplace. Inviting Generation Z into face-to-face participation and applying best practices in transparent leadership

communication can yield dividends as leaders seek to motivate and win the hearts and minds of Generation Z.

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Chapter 1: Introduction

The study of leadership communication and employee engagement transcends generational and organizational boundaries. Much has been written about previous generations and especially the Millennials (born between 1981 and 1994); however, the literature is just beginning to include analysis of Generation Z, the generational cohort following the Millennials. These students and workers were born in 1995 and later, and are predicted to be a larger generation than the Baby Boomers (born between 1946 and 1964) or the Millennials (Sparks & Honey, 2014). Researchers have called this newest generation Post-Millennials, the iGeneration, and Gen 2020 however, for the purposes of this research, the term Generation Z will be used.

Generation Z has notably different characteristics, as compared to Millennials, with an ability to use and consume online data in accelerated ways. Generation Z uses technology for their incorporation of entrepreneurship and innovation into their value systems (Kleinschmit, 2015). Members of Generation Z are the first entrants into the workforce who spend more time online via mobile devices than on a desk computer or laptop, with an average of 15.4 hours per week spent on their smartphones (Kleinschmit, 2015). The following table shows additional generational differences between the previous generation, the Millennials, and Generation Z.

Table 1.
Differences between Generation Y and Generation Z

Millennials/Generation Y (1981-1994)	Generation Z (1995-on)
Consider themselves tech savvy	Tech savant
Collaborative	Pragmatic and cautious
Share everything (geo locations on)	Share judiciously (geo locations off)
Slackers	Active volunteers
Multicultural	Blended (race and gender)
Sometimes considered immature	Mature
Like to text	Communicate with images
Like to share stuff	Like to make stuff
Now focused	Future focused
Optimistic	Realistic
Want success to come to them	Want to work for success
Team oriented	Think in terms of the collective conscience

Swanzen (2018)

Table 1 illustrates the differences between Millennials and Generation Z. Generation Z utilizes technology with exceptional skill, eager and ready to use technology in every facet of their lives where the previous generation (Millennials) focused on technology as a tool to increase productivity and connectivity (Swanzen, 2018). Millennials used technology to share, where this chart illustrates how Generation Z finds ways to create new digital properties with technology (Swanzen, 2018). Other researchers examining the differences between Millennials and Generation Z have described Generation Z as hyper connected and likely to change the face of business radically, far into the future (Koulopoulos, 2014).

Researchers depict this newest generation as outspoken and action-oriented, hyper tech-savvy and devoid of any memories of life before the Internet. Generation Z members are comfortable multi-tasking and have grown up in a time of complexity, often operating on as

many as five screens at once (Glum, 2015). Generation Z uses technology to connect with the world, not escape from it; and this generation uses their smartphones to build community, actively participate in the world around them and to be heard (Kleinschmit, 2015). Additionally, Generation Z speaks in acronyms (like FOMO – Fear of Missing Out and RN – Right Now) and when asked to respond to the word "business" answered with words such as "complicated", "brutal", and "a jungle" (Benhamou, 2015).

Much has been written about Generation Y or Millennials, while little can be found in the current literature about Generation Z, especially when relating Generation Z characteristics to workplace engagement. Researchers (Anderson, Baur, Buckley & Griffith, 2017) have previously identified the limitations of present leadership theories and the need for continual renewal and updating of leadership theories to reflect the changing needs and preferences of the newest generations. Table 2 shows the five generational segments currently operating in the workplace, illustrating a complex, interwoven network of employees.

Table 2.
Differences between generations

Century	Generation	Other names	Born Between	Age in 2019	Notable occurrences
20th	Greatest Generation	Silent generation Veterans	1925-1945	74+	WWII as children Great Depression
	Baby Boomers	Hippies Boom generation	1946-1964	55-73	Space exploration Woodstock Women's rights Prosperity
	Generation X	Lost generation MTV generation LatchKey kids	1965-1980	39-54	Vietnam War Cold War Mass media Family instability Analogue as children but digital as adults
	Generation Y	Millennials Generation Me Net Gen	1981-1994	25-38	Rise of the Internet Rising gas prices New means of communicating
21st	Generation Z	Post-Millennials iGeneration Gen 2020	1995 and later	24 and under	Dot com bubble Cyber bullying Great Recession Digital explosion

Sources : (Fry, 2018; Swanzen, 2018)

Generation Z arrives at the workplace with generational distinctions that may seem foreign to a leader from a different generation and require new ways to work together and communicate productively. Each generation experiences social, historical and economical shifts;

however as Table 2 illustrates, Generation Z's experience incorporates the greatest shifts around technology. These young workers enter the workplace with technology at the ready and an innate sense of how to use technology as an integral part of their lives (Stillman & Stillman, 2017).

Statement of the Problem

Broadly, the statement of the problem lies with the emergence of each new generation entering the workforce and higher education, and how each generation generates perplexing questions for leaders who attempt to direct, communicate with, engage and guide this new cohort (Anderson et al., 2017). Specifically, as campus and business leaders seek to motivate and win the hearts and minds of Generation Z, what has worked in the past may not work as generations evolve. A better understanding of how to align around a central strategy and vision while communicating in ways that resonate with all members residing within the workplace may help to improve collaboration and cooperation while solving problems related to generational challenges (Koulopoulos, 2014). Previous studies have shown that if leaders are to be truly effective, they must pair leadership and communication styles that align with the situation and the wants and needs of the employees they are attempting to lead (Anderson et al., 2017).

Purpose of the Study

The purpose of this quantitative correlational study was to examine if there is a correlation between Generation Z's levels of employee engagement and leadership's willingness to communicate transparently. The research results isolated the key components of employee engagement (trust, control mutuality, commitment and job satisfaction). These key components of employee engagement have been previously examined in studies by Saks and Rotman (Saks, 2006) and Kang and Sung (2017).

A quantitative, correlational design was utilized to seek statistical assurances of the linkages in organizational performance (Malina, Nørreklit, & Selto, 2011). The authors note that quantitative analysis examines the relationships between independent and dependent variables (Malina et al., 2011). Using the REDcap™ survey platform, I implemented this survey through a link sent to prescreened members of Generation Z (workers born in 1995 or after). I collected basic demographic information to ensure an appropriately diverse respondent pool.

Research Questions

RQ1: Is there a relationship between employee trust and leadership's willingness to communicate transparently?

RQ2: Is there a relationship between employee control mutuality and leadership's willingness to communicate transparently?

RQ3: Is there a relationship between employee commitment to the organization and leadership's willingness to communicate transparently?

RQ4: Is there a relationship between employee job satisfaction and leadership's willingness to communicate transparently?

Hypotheses

H1a: There is a relationship between trust and transparent communication.

H1o: There is no relationship between trust and transparent communication.

H2a: There is a relationship between control mutuality and transparent communication.

H2o: There is no relationship between control mutuality and transparent communication.

H3a: There is a relationship between commitment and transparent communication.

H3o: There is no relationship between commitment and transparent communication.

H4a: There is a relationship between job satisfaction and transparent communication.

H4o: There is no relationship between job satisfaction and transparent communication.

Rationale and Significance

The study results may be used to improve workplace communication and employee engagement among these new entrants to the workforce. Peering behind the veil and better understanding Generation Z's levels of employee engagement may yield significant dividends for university and business leaders across industries. Studies offering leaders guidance around how to interact with this employee population have proven beneficial to organizational leaders (Rodriguez, Green, Sun, & Baggerly-Hinojosa, 2017)**.**

Definition of Terms

Communication. The exchange of ideas, plans, desires, dreams, and direction through verbal, non-verbal, or electronic means comprises the role of communication (Mayfield & Mayfield, 2017).

Digital Communication. This is a way of communicating through digital tools, including the use of e-mail, texting, Facebook, Twitter, and other electronic communication methods to communicate one-to-one and one to many (Kleinschmit, 2015).

Generation. A generation is a collection of people born during the same period and have experienced uniting historical, political, social or economic events that shape their perceptions of the world around them (Holumyong & Punpuing, 2015).

Generation Z. Generation Z comprises the newest entrants to the workforce, encompassing individuals born 1995 or after (the end of this newest generation has not yet been definitely decided) (Sparks & Honey, 2014).

Internal communication. Internal communication is a form of communication, written, verbal or visual information, and is generated by an organization, for its internal stakeholders (Janson, 2015).

Leadership Communication. This form of communication is a relational communication experience between leader and follower creating transformational change by engaging in shared meaning (Mayfield, Mayfield, & Sharbrough, 2015)

Personal influence. Personal influence comprises interaction directly with or directly from a leadership source (Riccobono, Bruccoleri, & Größler, 2016).

Transparent Communication. The process of communicating with key publics (internal and external) through utilization of substantial information, participation and accountability defines transparent communication (Conte, Siano, & Vollero, 2017).

Conceptual Framework

The belief that engagement occurs when employees bring their whole selves to the workplace and embody the work that employees do, underpins the study. Theories of personal engagement and disengagement illustrate how employees move in and out of personal engagement and expression of an individual's preferred self by exhibiting behaviors that promote connections to work and to others (Kahn, 1990). Further research on employee engagement delved more deeply into an understanding of employee engagement and the development of communication strategies for internal audiences, using Kahn's theories of personal engagement and disengagement (Lemon & Palenchar, 2018).

The theory of personal engagement and disengagement was first developed by Kahn (1990) when research showed that engagement happens at the nexus of where employees inhabit work-related roles physically, cognitively and emotionally. Additionally, Kahn's work has been

utilized to inform research on organizational resilience and social processes (Kahn et al., 2018). I used the conceptual framework of personal engagement and disengagement to better understand the implications of trust, job satisfaction, control mutuality and commitment and the impact of transparent communication.

Assumptions

The first assumption in this study is that members of Generation Z have interacted with leadership. The second assumption is that organizations communicate with members of Generation Z in multiple ways including digitally (email, blog postings, Intranets, and even texting) as well as through more formal mechanisms (face-to-face meetings, town hall meetings, and informal gatherings) (Men, 2015a) and that employee engagement and satisfaction with leadership communication can be measured (Men, 2015b). Researchers (Schumacher & Remiche, 2017) identified important assumptions in previous research that can apply here as well, including that the data collected from the target population was accurately compiled from the survey company and that all participants replied honestly and freely to the survey questions.

Limitations

Limitations can be defined as a lack or a shortage of conditions or elements that may be able to impact the quality of the evidence or findings from this research (Guyatt et al., 2011). There were three limitations in this study. The first limitation was that this study's focus only relates to the examination of the relationship and not the causality of trust, control mutuality, commitment and job satisfaction and the organization's willingness to communicate transparently. The second limitation was that the respondent pool was restricted to those who are members of a specific group, as explained in the methodology section. The third limitation was

that correlational analysis can only determine the relationship between the variables from completed responses (Bosco, Aguinis, Singh, Field, & Pierce, 2015).

Delimitations

Delimitations serve as the boundaries governing research (Kullberg, Mårtensson, & Runesson, 2016). The first delimitation of this study was that the age range of citizens (born in 1995 or after) binds the scope of this research. The second delimitation was that the data collected came from completed surveys only. The final delimitation was that the survey remained open until a sufficient number of respondents had completed the task and encompassed a three-week period.

Conclusion

This study began with an introduction to Generation Z and many of the nuances of understanding this generation of employees and learners. A key component of leadership is the ability to communicate effectively and develop consensus; this research attempted to identify those transparent leadership communication behaviors that cultivate employee engagement in Generation Z. While the discussion of transparent leadership is important, without the development of employees who will follow, leaders are often irrelevant (Kelley, 1988).

I explore additional literature on Generation Z in the next chapter, providing a look at Generation Z and the technology used as the means for communicating to create connections across cultural, intellectual and leadership boundaries. The literature review includes a discussion of internal communication, leadership communication and employee engagement to explore the creation of followers and the intersection between the wants, needs and preferences of Generation Z.

CHAPTER 2: Literature Review

The goal of this study and literature review is to add to the body of knowledge and explore the key research around internal communication, leadership communication, transparent communication, personal influence, employee engagement and Generation Z. Relevant leadership and internal communication theories, including definitions of leadership, communication styles, the impact of personal influence and digital communications and communications in relation to practice and effectiveness, are discussed and lay the theoretical foundation for this study.

First, generational theory will be explored, allowing for a firm grounding in the generations currently employed in the workforce. Next, this literature review will take a more definitive look at Generation Z. A close examination of the literature around internal communications and its key elements, including the impact of engagement will help to contextualize internal communications within the workplace. Leadership communication and its key components, along with distinct generational preferences and differences between transformational and transactional leaders, lay the groundwork for the shift to digital communications and Generation Z and its impact on internal communication and employee engagement.

Generational Theory

The workplace possesses a myriad of individuals who represent both followers and leaders, as well as multiple generations, spanning specific periods. A better understanding of who is occupying the seats and what drives their perceptions about the world around them can help illuminate the path forward for leadership. Generational research has shown that a person's time of birth influences his or her core values, attitudes, and beliefs encompassing how

employees should be treated (Campbell, Campbell, Siedor, & Twenge, 2015). Research on multiple generations in the workplace concluded that the varied exposure to world events and cultural impacts within a generation's lifespan would influence that cohort's preferences for intrinsic versus extrinsic rewards as well as social values and expectations about work (Campbell et al., 2015). Early generational theorists, led by the often-cited Mannheim (1952), describe a generation as a concrete group that cements a type of social bond among its people. These individuals form a generation, sharing experiences and lasting impressions that begin to shape a person's attitudes, values, and beliefs about the world, while creating context for interpreting these experiences (Mannheim, 1952).

Understanding Generation Z

Understanding what makes up a generation and specifically the characteristics attributed to the newest generation to enter the workforce, Generation Z, can assist leaders as they attempt to communicate with this new breed of employee. Generation Z represents the generational cohort following the Millennials (sometimes called Gen Y); these students and workers were born after 1995 and approach the workplace differently, with 61% of high school students describing themselves as entrepreneurial in nature (Sparks & Honey, 2014). Stillman and Stillman (2017) found that much like the generational segmentation done by marketers, the study of generational segments has also enabled employers to better hire and manage workers.

Generation Z comprises the students currently sitting in elementary, high school and college classrooms and the same students who are just beginning to enter the workforce in increasing numbers. Generation Z looks at the world through a prism much different than the one used by their generational predecessors, having grown up with technology at the ready and having what some researchers call a digital bond to the Internet (Giunta, 2017). This generation

is predicted to be a larger cohort than the Baby Boomers or Millennials, becoming an economic, educational, and productivity powerhouse ("'Post-Millennial' Generation On Track To Be Most Diverse, Best-Educated," 2018).

Describing Generation Z

Generation Z is often construed as outspoken and action-oriented, hyper tech-savvy and devoid of any memories of life before the Internet. Generation Z members are comfortable multi-tasking and have grown up in a time of complexity, often operating on as many as five screens at once (Sparks & Honey, 2014). Generation Z members developed their personalities during a time of economic and cultural upheaval, facing a post 9-11 world that has always known war; many of their families still experience the lasting effects of the Great Recession (Dorsey, 2016).

Researchers Sparks and Honey (2014) identified that Generation Z has watched older siblings struggle and have resolved to do things differently. One in two Generation Z members will be college educated (compared to one in three Millennials and one in four for Gen X), consuming much of their research and knowledge via the Internet; members of Generation Z who were no longer in high school in 2017, were enrolled in college at a rate of 59%, which surpassed the enrollment rate for 18- to 20- year-old Millennials in 2002 (53%) and Gen Xers in 1986 (44%) ("'Post-Millennial' Generation On Track To Be Most Diverse, Best-Educated," 2018). Online communication and community building by Generation Z outpaces all other generations, with Generation Z spending more than three hours per day on their computers for non-school related purposes and with 81% using some form of social media (Sparks & Honey, 2014). Generation Z has been shown to value involvement in societal issues and to broadly accept diversity in friend groups and society overall (Swanzen, 2018).

Generation Z demonstrates technology prowess, yet staying on task and focused appears to be getting more difficult. Studies have identified that Generation Z's attention spans are getting shorter, with the average attention span clocking eight seconds, down from 12 seconds in 2000 for Generation Y (Sparks & Honey, 2014). Researchers also note that while this generation's attention span has dwindled, their cognitive processes have adapted, allowing them to process information quicker and on multiple screens (Sparks & Honey, 2014). Sterling (2017) identified the importance of tailoring the message to the audience, establishing a communication frequency and creating a variety of communication tools have been shown to increase effectiveness in internal communication and may prove especially important when communicating with Generation Z.

Internal Communication

If leadership is to effectively reach this newest generation of entrants into the workforce, a firm understanding of internal communication, or employee communication, must be gained. Researchers have described internal communications as a sub-area or key stakeholder group within public relations, which has been identified as the cornerstone of a modern organization's abilities to achieve positive relationships with internal and external audiences (Jiang & Men, 2017). Describing internal communications as a tool to help employees understand and adapt to the organization's culture and values sets the stage to inform employees of organizational change and news (Jiang & Men, 2017). Internal communications tools also help provide a mechanism to listen to employee concerns, challenges, and needs (Jiang & Men, 2017).

An emerging body of evidence suggests that positive company-employee relationships as well as favorable organizational and communication behavior can help shape attitudes and in turn, improve performance and organizational success (Kang & Sung, 2017). Utilizing

employees as ambassadors can prove effective for an organization while their ability to represent the organization well depends on whether or not the employees receive critical information (Cervellon & Lirio, 2017). Researchers identified that if organizations fail to prioritize effective, two-way communication, a significant portion of their human resource capital may remain untapped (Kang & Sung, 2017).

Internal Communication Systems

Internal communication systems need fundamental structures and foundational elements to function effectively in a fast-paced world. These internal communication systems are comprised of tools to communicate between members of a community, whether it is a company, a non-profit or an educational institution Fernández Díaz, Rodríguez Mantilla, & Fontana Abad, 2016). A component within internal communication systems, hierarchical communication, requires a layered approach with senior leadership, managers, supervisors and line or staff employees receiving either top-down or bottom-up communication utilizing a cascading flow of information (Byun, Karau, Dai, & Lee, 2018).

The effectiveness of this system has been found to influence the work attitudes and outcomes of employees. The level of effectiveness within the system remains dependent on the commitment of management at every level to receive information and share the information (Byun et al., 2018). While research shows that employees prefer to receive information directly from their manager as compared to senior leadership, the communications capabilities of direct managers can vary, introducing the need for alternative internal communications strategies (Smythe, 2017).

Mass media is embedded within internal communication systems, allowing organizations to use tools like newsletters, Intranets, closed-loop video broadcasts, social media and email to

communicate with employees. Programs disseminate from a central communications department, which allows for more control and timing of such communication (Smythe, 2017). Surrounding both hierarchical communication and mass media, internal social networks encompass how messages flow person-to-person and team-to-team through a loosely connected horizontal flow of information (Lane, 2018). Internal social networks are often perceived to be more accurate than hierarchical or mass media communication because of a lack of effectiveness of true, two-way dialogue with leadership (Lane, 2018). The era of online communications has radically altered internal communication systems and requires communicators to consider how blogs, bulletin boards, and internal social networking sites can be used to build two-way communication, foster a sense of community and engage management and employees in a useful conversation (Vestergaard, 2017).

Intrapersonal Communication

Toth (2000) identified that interpersonal communication forms the basis of the personal influence model of public relations, where internal, employee and leadership communications are often embedded within an organization. This point was furthered by a study that identified five interpersonal factors that influence communication and collaboration including trusting and inclusive relationships; shared values, beliefs and attitudes; role clarity; effective communication; and decision processes (Valaitis et al., 2018). Researchers (Riccobono et al., 2016) studied personal influence and group think, finding at its root, intrapersonal communication remains a complex undertaking, built on relationships and social interaction. As a result, personal influence stands as a critical element in intrapersonal communications and contributes to the success or failure of strong personal connections, of which the success of the entire organization depends.

Engagement

Engagement, described as organizational collaboration with internal stakeholders, provides the basis for employees' ability to making meaning inside an organization (Lemon & Palenchar, 2018). The term engagement is frequently utilized to describe broad, as well as specific, activities and efforts to include stakeholders in the decisions and actions of the organization. Key indicators of employee engagement have been identified as the intersection of job and work environment, recognition, social climate and personality (Tkalac Verčič & Pološki Vokić, 2017).

According to Gallup's State of the Global Workplace report implemented in 155 countries, only 15% of employees worldwide feel engaged and enthusiastic about their work and workplace (Gallup, 2017) with the number of actively disengaged employees outweighing engaged employees by two to one. This lack of engagement can lead to suboptimal performance, along with wasted human potential resulting in negative organizational performance (Gallup, 2017). Further studies confirmed that satisfaction with internal communication correlated with high levels of employee engagement, especially in the areas of feedback, informal communication and interaction at meetings (Tkalac Verčič & Pološki Vokić, 2017) underscoring the importance between engagement and internal communications.

The Gallup (2017) study also showed that organizations that develop performance management systems around psychological engagement including recognition, opportunities for personal development and interpersonal conversation promoting positive workplace relationships, outperformed competitors. Unleashing individual and group talent allows leaders the ability to foster a psychologically safe climate where employees feel free to contribute new ideas and share information (Delizonna, 2017). Studies also found that broadening and building

positive emotion in the workplace allows workers to improve their ability to solve complex problems and create cooperative relationships (Delizonna, 2017).

Leadership Communication

If leaders are to engage with this new generation, knowing what leadership styles best contribute to the internal communications process is important. Astin and Astin (2000) described leadership through the lens of value, all bonded by communication that can create a supportive environment where people grow, thrive, and live in peace with one another. The authors (Astin & Astin, 2000) also described communication as a tool to promote harmony with nature and thereby provide sustainability for future generations and to create communities of reciprocal care and shared responsibility where every person matters and each person's welfare and dignity is respected and supported. Kouzes and Posner (2012) discussed collaboration which is fueled by leadership communication as the basis for effective group leadership and a mechanism for creating trust and motivation.

Exploring leadership communication through a systems view of communication theory helped to define communication as the foundation for a truly differentiated understanding of leadership (Ruben & Gigliotti, 2016). The leadership-followership dynamic was shown to be impacted by the follower, the message, and the setting as well as unpredictable factors (Ruben, 2016). Relationship-oriented leaders were found to exhibit high levels of individualized consideration to understand followers' needs and to enable followers to make meaning, engage workers and develop a motivated workforce (Mayfield & Mayfield, 2017). Additional researchers echoed the work of Kouzes and Posner (2012) finding that communication around a common goal fuels the leadership process, attributing success in leadership, business, and life as

a function of how easily people interact at work as well as outside of work (Shillam & MacLean, 2018).

The leader of an organization can also be viewed as the designated chief communication officer (Men, 2015b) illustrating that the effectiveness of leadership communications rests on the shoulders of the organizational leader. Effective leadership of an organization requires the ability to inhibit multiple roles, including communication agenda setter, community developer, navigator and renewal champion and carry an enormous communications responsibility placed at the feet of the organizational leader (Mayfield et al., 2015). Researchers have identified preferred leadership and communication styles by generation, as summarized in Table 3.

Table 3.
Values, leadership and communication preferences by generation

Generation	Core values	Preferred leadership style	Communication styles
Silent Generation	Dedication, hard work, respect authority	Directive, simple clear	Logical, straightforward
Baby Boomers	Optimistic, personal	Collegial, consensual	Want respect, participatory exchanges
Generation X	Like challenge, thrive on change	Team-based, mentoring, honest	Want truth, clear boundaries
Generation Y (Millennials)	Collective action, polite relationship with authority	Leaders who pull them together, regular feedback	Want praise, like to know what they do matters, truth
Generation Z	Entrepreneurial, fun seeking, independent	Autonomous, balanced, diversity	Want rapport, efficiency, technology

Sources: (Al-Asfour, 2014) and (Essner, 2018)

Differences in the generational mix of an organization, especially one filled with digital-loving members of Generation Z, can put pressure on leadership to communicate effectively with employees at multiple levels, from multiple generations. However, researchers have found that within high-performing organizations, the benefits of clear communication that tap into what employees want to know helps to fuel organizational performance (Janson, 2015). The need for information about career prospects, personal and company results and consistent performance feedback cuts across generational lines (Janson, 2015).

Transparent Communication

The advent of technology and the increase in digital communication has risen in importance while also giving organizations additional means to communicate with internal stakeholders (Taiminen, Luoma-aho, & Tolvanen, 2015). Substantial information must be made publicly available and include information that is reliable and balanced and be focused on the needs of the receiver and not the exclusive needs of the sender (Sterling, 2017). Participation in the communication process means organizations must incorporate the audience's perspective to decide what information should be provided, in what manner the information is provided, and how well the organization is meeting the audience's information needs (Sterling, 2017).

Transparency indicates that an organization should be accountable for its decisions and actions and words positively correlate with employee trust, suggesting transparency is the foundation for creating engagement (Janson, 2015). Communication as a hallmark of leadership varies by leadership styles. Gonzales and Marion (2014) presented an analysis of transformational leadership stating that transformational leadership brings with it the hope that an individual, rather than collective bodies, can spur the change needed within the organization. The researchers (Gonzales & Marion, 2014) showed that communication from leadership is critical to driving organizational advancement.

Digital Communication and Generation Z

Attributes that describe Generation Z indicate that the members of Generation Z are ready and primed for a personal connection with leadership (H. J. Anderson et al., 2017). Findings from previous research indicate that personal influence of the CEO and other top leaders has a measurable impact on information satisfaction and the level to which an employee will advocate for the organization, demonstrating employee engagement (Men, 2015b).

Additionally, researchers have found the use of digital platforms has blurred communication hierarchies and allowed CEOs to communicate with employees in a more authentic and informal manner (Men, 2015b).

Research findings describing Generation Z as optimistic and yet very aware of economic and global limitations when it comes to their personal and career ambitions; this newest generational cohort understands that many elements of their lives and the life of the planet is not within their control, suggesting honest, direct communication will be well-received in this generation's quest to chart their futures (Kleinschmit, 2015). Members of Generation Z have grown up in a post 9-11 and Great Recession world and have become accustomed to uncertainty while seeking information online to help inform their decisions (Swanzen, 2018). Generation Z is often called the "on demand generation" as members abandon their televisions and desktop personal computers for handheld devices and mobile technology (Maru/VCR&C, 2016). Members of Generation Z have an eight-second attention span and prefer short video advertising and disappearing technology apps like Snapchat (Maru/VCR&C, 2016). Generation Z believes in diversity and equality (Stillman & Stillman, 2017).

Members of Generation Z observe life and work through the lens of technology. These digital natives use technology to connect with the world, not escape from it. Generation Z uses smartphones to build community, to participate in the world around them, and to be heard (Sparks & Honey, 2014). Generation Z is the most diverse generation in the U.S., making them highly accepting and interactive with diverse populations and more accepting of communication that speaks to their diverse perspectives (Guinta, 2017). Texting and instant messaging carries much of their communication with far less time spent using traditional telephone or email interchanges (Stillman & Stillman, 2017).

Identifying a substantial uptick in digital use among this generation has led some to describe Generation Z as incapable of functioning without using social media to communicate (Guinta, 2017). Generation Z speaks in bite-sized chunks, using a rapid-fire style, allowing them to communicate quickly, sometimes without a high level of specificity (Sparks & Honey, 2014). Generation Z relies on emoji alphabets and acronyms (like FOMO – Fear of Missing Out and RN – Right Now) to communicate information and emotion. Members of Generation Z are leaving Facebook (25% of 13-17 year olds left in 2014) in preference for disappearing technologies like Snapchat (Sparks & Honey, 2014). When building consensus or conducting face-to-face conversations, Generation Z gravitates toward two-way streaming technologies like FaceTime to collaborate with friends and co-workers (Sparks & Honey, 2014).

Communication Strategy for a New Generation

Identifying the communication preferences around how Generation Z prefers to receive communication messages from leadership stands as a vexing challenge. Marketers and activists have utilized social media as a way to reach and influence this new generation. Members of Generation Z readily admit the tremendous importance placed on social media in virtually every aspect of their lives (Dorsey, 2016). Generation Z is easily influenced by new media, virtual comradery, and the power that comes from having technology at their fingertips (Stillman & Stillman, 2017). While Generation Z admits its dependency on technology and embraces a technological distance from many of their online friendships, the generation expects trust and truthfulness from those they interact with (Giunta, 2017).

Trust and truthfulness stand at the forefront as business leaders face the challenge to win the hearts and minds of Generation Z. When asked to respond to the word *business*, Generation Z respondents answered with words such as complicated, brutal, and a jungle (Giunta, 2017). The

path to effective leadership communication is to acknowledge first the differences in the coming generation, as compared to its predecessor. Additional shifts in demographics can lead to differences in communication styles and needs; the more diverse and global a workforce becomes, the more tailored and precise should be the approach to organizational communication (Campbell et al., 2015).

There are ways leaders can approach this new generation to create meaning and effectively communicate with a workforce that proves markedly different from previous generations. Embedded within the leadership process is a sense of trust amongst employees before members of Generation Z will make significant sacrifices to contribute productively (Conte et al., 2017), suggesting at the core of a communication strategy for Generation Z lies trust and transparency. Sparks and Honey (2014) found that messages must be tailored to Generation Z, which seeks more frequent, shorter bursts of content utilizing symbols, pictures, and videos. Generation Z wants information on multiple screens and prefers live streaming versus one-way communication. Members of Generation Z are vocal and want to be heard. Stillman and Stillman (2017) reported that 91% of Generation Z says that a company's technological focus would alter whether or not they would decide to work at that company.

Recommendations for engaging with Generation Z include communicating in shorter bursts, talking to them as adults, giving them control and preference over settings, using multiple screens, including a social cause, and feeding their curiosity (Sparks & Honey, 2014). Forty-one percent of Generation Z prefers to work in corporate offices while also valuing in-person meetings ("Introducing Generation Z: Learn about Gen Z, the newest generation entering today's workplace," 2017). Even though Generation Z grew up with technology, this generation would choose a face-to-face meeting versus email exchanges in order to achieve work objectives

(Stillman & Stillman, 2017). Given a long list of variables in how Generation Z approaches the world, leadership must consider a new way of thinking along with ways of utilizing creative tools to engage Generation Z.

Demographers predict that by 2020, Generation Z will make up 36 percent of the global workforce, making them a force to be reckoned with in workplaces everywhere ("Introducing Generation Z", 2017). The impacts of transparent leadership communication on the levels of employee engagement among this newest generation to enter the workforce have yet to be explored fully. Additionally, the willingness of Generation Z to enter into a personal conversation with leadership that enables a sense of community within the organization and turns an entire generation into solid employees and advocates for the organization, yielding significant benefits for organizations everywhere.

Conceptual Framework

The purpose of this quantitative correlational study was to identify if there is a correlation between Generation Z's levels of employee engagement and leadership's willingness to communicate transparently. The research results isolated the key components of employee engagement (trust, control mutuality, commitment and job satisfaction) identified in studies by Saks and Rotman (Saks, 2006) and Kang and Sung (Kang & Sung, 2017) as these elements relate to a leader's willingness to communicate transparently with employees. The workplace possesses a myriad of individuals who represent both followers and leaders, as well as multiple generations, spanning specific periods. A better understanding of who is occupying the seats of organizations everywhere and what drives their perceptions about the world around them can help illuminate the path forward for leadership. Generation research has shown that a person's

time of birth influences his or her core values, attitudes toward leadership, and beliefs encompassing how employees should be treated (Campbell et al., 2015).

The theory of personal engagement and disengagement from Kahn (1990) and the research conducted on the moment employees embody their work roles physically, cognitively and emotionally, provided the conceptual framework and lens through which this research was viewed. Kahn's research showed that the inhabitation of a work role allows employees with moderate engagement levels to assert true expressions of themselves in their workplace roles (Kahn & Fellows, 2013). Additional studies found that employees are more likely to perform at higher levels and exert discretionary effort when the work environment is favorable and when organizational leaders incorporate practices that support a worker's needs and passions (Kahn et al., 2018). Romans and Toaben (2016) identified that organizations where workers are engaged are an output from leaders who include work teams in building the business strategy, positing that engagement is integral to the foundational processes of an organization.

The theory of personal engagement and disengagement also encompasses relational interactions, such as those occurring between leadership and employees, allowing members to utilize the group's complete capacity for problem solving (Kahn et al., 2018). Leaders play a key role in lighting the way for members to reflect and to contemplate how effectively the group has been communicating and these leaders have a direct impact on how effectively this occurs within the organization (Kahn et al., 2018). Group members who have had negative relational experiences or work inside an organization that fails to attend to relational dynamics will be less equipped to handle adversity in a coordinated way, suggesting that leadership communication remains pivotal to organizational success (Kahn et al., 2018).

Conclusion

Understanding what makes up a generation and specifically the characteristics attributed to the newest generation to enter the workforce, Generation Z, can assist leaders in attempting to communicate with this new breed of employee. Researchers have described internal communications as a key sub-area of the broader category of public relations and have identified internal communications as the cornerstone of a modern organization's abilities to achieve positive relationships with internal and external audiences (Broom & Sha, 2013). Additionally, the willingness of Generation Z to enter into a personal conversation with leadership that enables a sense of community within the organization may turn an entire generation into advocates for the organization, yielding significant benefits for organizations everywhere.

Chapter 3: Methodology

The intent of this quantitative correlational study was to determine if there is a correlation between Generation Z's levels of employee engagement and leadership's willingness to communicate transparently. While Generation Z shares some of the characteristics that are similar to the previous generation, Millennials, this newer cohort approaches the world differently than generational predecessors. Generation Z has grown up with technology at the ready, having what some researchers describe as a digital bond to the Internet (Steinmetz, 2017). This quantitative correlational study focused exclusively on one specific age group, Generation Z, to analyze correlations between a generation's levels of employee engagement and leadership's willingness to communicate transparently.

Research Method

Qualitative and quantitative methods are different approaches to conducting a research study (Almalki, 2016). Quantitative research is an investigative tool that allows researchers to identify the structural features of the human experience (Bryman, 2017). Qualitative studies typically utilize a more unstructured, or procedural approach through participant observation, semi- and unstructured interviews, focus groups and the examination of texts (Bryman, 2017). Applying a quantitative methodology can allow investigators the ability to analyze the types and strengths of relationships between variables (Bender & Hill, 2016).

Researchers utilize quantitative methods to test a hypothesis or theory (Morgan, 2018). Researchers also use quantitative methods to analyze the types and strengths of relationships between variables and to explain relationships between variables (Morgan, 2018). Using quantitative methods, this research intended to show if there is a correlation between the variables of Generation Z's levels of employee engagement and leadership's willingness to

communicate transparently, making quantitative research the appropriate research method for this study.

Research Design

Quantitative, non-experimental designs provide researchers with tools to examine the relationships between variables in specific situations (Curtis, Comiskey, & Dempsey, 2016). A non-experimental, quantitative correlational design is appropriate for use in determining the prevalence and relationships between variables, and to forecast possible outcomes or events using current data and knowledge (Park & Park, 2016). Non-experimental, correlational research is described as a straightforward and relatively inexpensive research method (McCusker & Gunaydin, 2015).

Data derived from non-experimental, correlational research can serve as a useful initial point for researchers examining a phenomenon for the first time and can establish the direction and strength of a relationship between variables, enabling further research (Triola, 2010). I utilized non-experimental, quantitative correlational design in this research to focus on statistical relationships and to examine the correlations between Generation Z's levels of employee engagement and leadership's willingness to communicate transparently, making the use of a non-experimental, quantitative correlational design appropriate for this study.

A study examining the relationships between children's media use and their parents' guidance practices utilized a non-experimental, quantitative correlational design (Nikken & Schols, 2015). The study showed whether or not the children's media skills and media activities correlated with parents' attitudes about media for children, and several child and parent-family characteristics (Nikken & Schols, 2015). Similarly, I used a non-experimental, quantitative

correlational design to test my study's hypotheses and to identify how well each of the independent variables answered the research questions.

I utilized standard multiple regression analysis to test the hypotheses and to evaluate if the prediction of the set of independent variables answered the research questions. I used the analysis to determine if a relationship exists between the independent variables of employee engagement (trust, control mutuality, commitment and job satisfaction) and the dependent variable, transparent leadership communication. I discuss the results of the analysis in Chapter 4.

Setting

The study setting involved the alumni base of a small, Midwestern four-year university (SM4U). Graduates in the 2017 and 2018 graduating classes of SM4U comprised the data base. The alumni database contained the names of 550 individuals.

Participants

Using an approved survey platform, REDcap, I created the survey and generated a link provided to the director of the career development office at SM4U. The career development office distributed the survey to the email addresses of the 550 alumni from the 2017 and 2018 graduating classes. Institutional Review Board (IRB) approval was obtained from the University of New England (UNE) and from SM4U prior to distribution of the surveys. The IRB provides an oversight function ensuring ethical guidelines and institutional policies and procedures are followed (Slutsman & Nieman, 2018). IRB approval helps to protect human subjects, providing important assurances that the rights and dignity of human subjects are given serious consideration (Slutsman & Nieman, 2018).

After obtaining IRB approval from both UNE and SM4U, I provided the career development center at SM4U with the survey link to begin distribution to the email database of

contact information for the 550 alumni. Prior to completing the survey, participants were given a brief description of the study. An incentive lottery, following approval by the UNE IRB, was offered to participants who completed the survey. Low-cost incentives have been shown to help secure a higher survey response rate (Pedersen & Nielsen, 2016) and lottery incentives have been determined to be useful for online surveys (Cibere et al., 2016). After the last question on the survey was answered, participants were asked if they wanted to enter a lottery for a $100 Amazon gift card. If a respondent clicked "no", the participant received a "thank you" screen and the survey was over. If the participants clicked "yes" they were taken to a new page to input contact information. This information was captured and stored in a data table that is separate from, and has no linkages to, the survey responses. All data collected was saved on a server protected by two levels of password protection.

Sample

The population sample of this study comprised members of Generation Z (born 1995 or after) who are part of the alumni base of SM4U and are working full- or part-time. This alumni base was culled from individuals in the 2017 and 2018 graduating classes. Researchers utilize purposive sampling to ensure the viability of potential participants (Etikan, Musa, & Alkassim, 2016). Purposive sampling is utilized when the researcher clarifies what needs to be known and sets out to identify people who can and are willing to offer the information by virtue of their experiences or knowledge base (Etikan et al., 2016). The purposive sampling technique is also appropriate when the researcher is seeking a participant with particular qualities (Etikan et al., 2016). Since this study required a particular demographic (individuals born in 1995 or after and employed full or part-time), I used purposive sampling as the sampling technique for this study.

Determining sample size is required for the interpretation of a correlational strength between variables (Bosco et al., 2015) when undertaking quantitative research. Sample size may be calculated using a power analysis from a chosen probability of finding a statistically significant result (power) for a given population effect magnitude (see Appendix B). The researcher must undertake an analysis of sample size to interpret the strength between variables (Fugard & Potts, 2015). Researchers utilizing quantitative methodologies may calculate sample size by using power analysis from a chosen probability of identifying a statistically significant result (Anderson, Kelley, & Maxwell, 2017). I utilized G*Power 3.1 software to calculate the sample size using a 1-tailed t-test where α = .05, power = .80 and effect size = .15, which resulted in a sample size where N = 76 (see Appendix B). Researchers identified the values for small, medium, and large effect size as being a median of .1304, making the median effect size of .15 used for this study greater than Cohen's recommendation (Cohen, 1992).

Instrumentation

I obtained permission to utilize the quantitative survey instruments, Conceptualization of Organization Transparency of Rawlins (Rawlins, B.R., 2008) and Relationship Scales (Gruning & Hon, 1999) previously adapted and used in the Men and Stacks (2014) study, from the lead researcher, Men. The survey research instrument has proven to be specifically useful in examining answers to questions around beliefs, attitudes and behaviors (Babbie, 2015). The Likert scale is a measurement used in quantitative studies to enable researchers to quantify subjective, preferred thoughts, feelings and actions in a validated and reliable way (Joshi, Kale, Chandel, & Pal, 2015). The instrument used for this research employed the 7-point Likert scale to gather data responses. The survey response options appeared as choices between 1 = "Strongly

Disagree"; 2= "Disagree"; 3= "Slightly Disagree"; 4= "Neither Disagree nor Agree"; 5= "Slightly Agree"; 6= "Agree"; 7= "Strongly Agree."

I adopted a survey instrument (see Appendix A) which has been extensively reviewed within available peer reviewed literature. The survey consisted of two parts with 38 questions (see Appendix A). Part 1 of the survey contained questions, which generated anonymous demographic information. Demographic data are required for descriptive analyses to understand the demographics of the population (Larson-Hall & Plonsky, 2015). Participants then progressed to part two and answered survey questions (see Appendix A) about four independent variables (trust, control mutuality, commitment and job satisfaction) and one dependent variable, (transparent communication). The following table illustrates validity measurement indicators referenced in peer-reviewed literature.

Table 4.
Survey Instrument Questions Relationship to Literature

Literature sources	Measurement indicators	Survey questions
(Rawlins, B.R., 2008; Kang & Sung, 2017)	Trust	ET1, ET2, ET3, ET4, ET5
(Rawlins, B.R., 2008; Men & Stacks)	Control Mutuality, employee-organization relationships	CM6, CM7, CM8, CM9, CM10
(Men, 2015a; Rawlins, B.R., 2008)	Commitment to organization, employee engagement	CO11, CO12, CO13, CO14, CO15
(Jiang & Men, 2017; Kang & Sung, 2017; Rawlins, B.R., 2008)	Job satisfaction	SA16, SA17, SA18, SA19, SA20
(Rawlins, B., 2008), (Men & Stacks, 2014), (Hon & Gruning, 1999), (Kang & Sung, 2017; Whitworth, 2011)	Transparent leadership communication, authentic leadership	TP21, TP22, TP23, TP24, TP25, TP26, TP27,TP28, TP29, TP30, TP31, TP32, TP33, TP34, TP35, TP36, TP37, TP38

The purpose of collecting data from questions 1-5 was to examine participants' perceptions of trust, coding as ET1, ET2, ET3, ET4 and ET5. Questions 6-10 related to the participants perceptions regarding control mutuality, coding as CM6, CM7, CM8, CM9 and CM10. The responses to questions 11-15 coding as CO11, CO12, CO13, CO14 and CO15 revealed participants' perceptions of commitment to the organization. Questions 16-20 coding as SA16, SA17, SA18, SA19 and SA20 identified participants' perceptions about job satisfaction with the organization. Questions 21-38 measured organizational leadership's willingness to

communicate transparently and are coded as TP21, TP22, TP23, TP24, TP25, TP26, TP27,TP28, TP29, TP30, TP31, TP32, TP33, TP34, TP35, TP36, TP37 and TP38.

Data Collection

I conducted a pilot study utilizing current students (not alumni) from SM4U prior to proceeding with the final study and after IRB approval. I obtained IRB approval from SM4U before implementing the pilot study. Pilot study sample size requirements should equal 10-15 respondents to be sufficient in size; however, to determine instrument reliability in a pilot study, researchers consider a 25-participant pool as a standard, required threshold (Hertzog, 2008). Conducting a pilot study allows the researcher to refine details of the study and to ensure reliability, prior to conducting the larger study (Doody & Doody, 2015). The anticipated time frame for the pilot study was one week, and each survey took 10-15 minutes to complete by participants. Once the pilot study was complete and no changes were required, I proceeded with the final study.

Data Organization Technique

I established an online account with REDcap™ (Research Electronic Data Capture) to serve as the data collection and distribution mechanism for the survey instrument. REDcap™ is a secure, web-based application designed to:

> support data capture for research studies, providing 1) an intuitive interface for validated data entry; 2) audit trails for tracking data manipulation and export procedures; 3) automated export procedures for seamless data downloads to common statistical packages; and 4) procedures for importing data from external sources. (Harris et al., 2009)

REDcap™ is similar to Survey Monkey™ which is a third-party, online service that hosts and administers online surveys and has been shown to be an efficient and reliable tool for research (Regmi, Waithaka, Paudyal, Simkhada, & van Teijlingen, 2016). Once participants completed the survey online using the REDcap™ survey link, I downloaded the results into a Microsoft Excel® file to be imported into the IBM SPSS® data analyzer. I imputed the responses using the average of the responses in the corresponding question type (ET, CM, CO, SA, TP) to deal with missing data responses. Since these variables are computed in SPSS® by summing over all questions in a type, substituting the average does not change an individual's response to these variables (Pallant, 2016). I had sole access to the two levels of password protection ensuring the online data collection. Participants in the study remained anonymous and I attached no identifying information to survey responses.

Data Analysis Technique

Using IBM SPSS® V.25 software, I conducted a standard multiple linear regression analysis to test the hypotheses and to identify how well each of the independent variables answered the research questions. This standard multiple linear regression analysis produced correlations, a model summary, ANOVA, coefficients, residual statistics, normal P-P of regression standardized residual, scatterplot, and Levene's test. I explained each test in Table 5.

Table 5.
Statistical tests used to analyze data

Test	Description	How this test will be used
Correlations	A statistical measure that shows the extent to which two or more variables fluctuate together.	To predict strengths between variables
ANOVA	An analysis of variance test with more than one independent variable. A significance level (denoted as α or alpha) determines if there is enough evidence to reject the null hypothesis	To determine the significance of all four independent variables (trust, control mutuality, commitment and job satisfaction)
Regression coefficients	The size of the coefficient for each independent variable determines the effect that the independent variable is having on the dependent variable	To determine the significance of all four independent variables (trust, control mutuality, commitment and job satisfaction)
Residual statistics	The difference between the observed value of the dependent variable (y) and the predicted value (ŷ) is known as the residual (e)	To examine possible assumption violations
Normal P-P of regression standardized residual	Assess whether or not a data set is approximately normally distributed	To examine possible assumption violations and evaluate the skewness of a distribution

Scatterplot	Similar to line graphs; use horizontal and vertical axes to plot data points	To show how much one variable is affected by another. The relationship between two variables determines their correlation
Levene's test	Assesses that the samples from the population are independent and are approximately normally distributed	To assess homogeneity of variance (homoscedasticity), looking for significant values for all variables > .05

Source: (Pallant, 2016)

Utilizing the tools available through SPSS® V.25, I produced a multiple regression analysis that contains correlations, a model summary, ANOVA, coefficients, residual statistics, normal P-P of regression standardized residual, scatterplot, and Levene's test. Researchers use multiple regression analysis and correlational design to test hypothesis and to determine the predictions between independent and dependent variables (Bryman, 2017). I conducted a data analysis utilizing multiple regression and correlations to determine if a relationship exists between the independent variables of employee engagement (trust, control mutuality, commitment and job satisfaction) and the dependent variable, transparent leadership communication.

Reliability and Validity

Specific concerns around quantitative measurement involve reliability and validity (Heale & Twycross, 2015). Researchers use validity measurements to address the extent to which the concepts under study are accurately measured within a quantitative study while reliability focuses on the accuracy of the instrument being used in the study (Triola, 2010). I collected all data from previously validated survey instruments. Continued focus on sound research and

reporting practices can help to ensure the quality of a given study (Larson-Hall & Plonsky, 2015).

Reliability

Instrument reliability can impact overall reliability and the study's findings (Heale & Twycross, 2015). The original survey authors for questions ET1, ET2, ET3, ET4, ET5, CM6, CM7, CM8, CM9, CM10, CO11, CO12, CO13, CO14, CO15, SA16, SA17, SA18, SA19, and SA20 tested for reliability in the instrument questions, finding their overall Cronbach's alpha reliabilities ranged from .79 to .93 (Rawlins, B.R., 2008) meeting the basic standards for reliability. The Cronbach's alpha is a commonly used test to identify the internal consistency of a survey instrument (Heale & Twycross, 2015). Researchers Heale and Twycross (2015) described the Cronbach's alpha as a test whereby a number ranging from 0 to 1is generated with an acceptable reliability score being one that is 0.7 and higher. For questions TP21, TP22, TP23, TP24, TP25, TP26, TP27,TP28, TP29, TP30, TP31, TP32, TP33, TP34, TP35, TP36, TP37 and TP38, the original study showed alphas ranging between .70 and .90 (Hon & Gruning, 1999), ensuring reliability.

Validity

Threats to validity in a quantitative study can take many forms, including content validity (does the instrument adequately cover the concepts being studied), construct validity (can inferences be drawn that relate to the study) and criterion validity (does the instrument correlate with other instruments measuring the same variables) (Heale & Twycross, 2015). I tested the presence of outliers, normality, linearity and homoscedasticity in the pilot study and in the full-scale study. By conducting tests to identify the potential existence of outliers, linearity, normality

and homoscedasticity, a researcher can address threats to validity and reliability and increase the validity and reliability of a study's findings (Pallant, 2016).

Participant Rights

The foremost ethical consideration is to ensure the anonymity of the research participants (Lumineau & Schilke, 2018). I connected no identifiable or attributable details in the data collection, analysis, interpretation, or communication of the findings such as names, emails or places of employment. I housed the data on a secure server and is protected by two levels of password security. Ethical research must adhere to specific codes of conduct that include (a) respect for participant rights and welfare, (b) ethical review, (c) informed consent, (d) confidentiality, and (e) harm prevention (Harris & Atkinson, 2015). I sought IRB approval from the UNE and the SM4U prior to distribution of the surveys. The IRB provides an oversight function ensuring ethical guidelines and institutional policies and procedures are followed (Slutsman & Nieman, 2018). This review process also helps to protect human subjects and provides important assurances that the rights and dignity of human subjects are given serious consideration (Harris & Atkinson, 2015).

Trustworthiness and Ethical Research

The investigator was responsible for trustworthiness throughout this study and followed best practices, including those identified by Lumineau and Schilke (2018) and Kornbluh (2015). Lumineau and Schilke (2018) showed that organizational structures and inherent levels of trust influence an individual's trustworthiness. Tools like Excel® help the researcher to organize data and structurally define criteria for inclusion in a study to ensure a degree of trustworthiness about the sample (Pallant, 2016). Kornbluh (2015) suggested taking additional steps to demonstrate trustworthiness through the data collection process by (a) understanding the population, (b)

following a data analysis process, and (c) collecting data directly from the online data collection tool.

Limitations

The participants in this study may not represent all members of Generation Z since the age limit is defined as being born in 1995 or later and participants must be employed full or part-time. Additionally, participants in this study needed to be alumni of SM4U where this survey will be distributed. Finally, only alumni who responded to the survey were in the respondent pool.

Conclusion

This quantitative correlational study attempted to show if there was a correlation between Generation Z's levels of employee engagement and leadership's willingness to communicate transparently. This quantitative correlational study focused exclusively on one specific age group, Generation Z (participants born in 1995 or after), to examine correlations between the generation's levels of employee engagement and leadership's willingness to communicate transparently. I discuss the results of this study and the analysis in Chapter 4.

Chapter 4: Data Analysis

Chapter 4 is divided into four sections (a) data collection technique, (b) data analysis technique, (d) data analysis, and (d) tests of hypotheses. This chapter is finished with a summary discussion of the results. IBM's SPSS® V.25.0, a statistical processing software tool, was used to conduct a standard multiple regression analysis. SPSS® is a software that allows for the testing of the hypotheses and the evaluation of predictions about the set of independent variables as these variables relate to the research questions (Pallant, 2016).

I designed this quantitative correlational study to examine if there is a correlation between Generation Z's levels of employee engagement and leadership's willingness to communicate transparently. Quantitative correlational designs provide investigators tools to identify relationships between variables in specific situations (Curtis, Comiskey, & Dempsey, 2016). In this study, I examined four research questions with corresponding hypotheses:

RQ1: Is there a relationship between employee trust and leadership's willingness to communicate transparently?

RQ2: Is there a relationship between employee control mutuality and leadership's willingness to communicate transparently?

RQ3: Is there a relationship between employee commitment to the organization and leadership's willingness to communicate transparently?

RQ4: Is there a relationship between employee job satisfaction and leadership's willingness to communicate transparently?

H1a: There is a relationship between trust and transparent communication.

H1o: There is no relationship between trust and transparent communication.

H2a: There is a relationship between control mutuality and transparent communication.

H2o: There is no relationship between control mutuality and transparent communication.

H3a: There is a relationship between commitment and transparent communication.

H3o: There is no relationship between commitment and transparent communication.

H4a: There is a relationship between job satisfaction and transparent communication.

H4o: There is no relationship between job satisfaction and transparent communication.

Data Collection Technique

After IRB approval from UNE and SM4U, I conducted a one-week pilot study to inspect the assumptions and test the consistency of the instrument. Twenty-nine survey links were distributed by the Career Development Center in senior-level (fourth year) undergraduate classes to current students at the SM4U. Each of these respondents fell into the study parameters (born in 1995 or after and employed full or part-time). Pilot study sample size requirements should equal 10-15 respondents to be sufficient in size; however, in order to determine instrument reliability in a pilot study, researchers suggest additional participants for optimal analysis (Hertzog, 2008). I distributed 29 survey links and received 29 responses; hence exceeding the minimum requirements for pilot study sample size.

I pulled the raw data from the 29 pilot study participant responses in REDcap™, and downloaded the data into Microsoft Excel® to begin data analysis. I then took the Excel® data and uploaded the data into SPSS® statistical software. As a first step, researchers must ensure the reliability of the instrument, which is critical for the interpretation of statistical tests (Rovai et al, 2013). The Cronbach's alpha test generates a number ranging from 0 to 1 with an acceptable reliability score being one that is 0.7 and higher (Heale & Twycross, 2015). The Cronbach alpha is a standard measurement of internal consistency and reliability, based on a value between 0 and

1 that is generated (Rovai et al, 2013). I conducted the Cronbach's alpha test on 29 survey responses to assess reliability.

Table 6.
Pilot Study – Cronbach's alpha

Question Set	N	Cronbach's alpha
Trust (ET)	29	.706
Control Mutuality (CM)	29	.824
Commitment (CO)	29	.891
Satisfaction (SA)	29	.899
Transparency (TP)	29	.954

The Cronbach's alpha coefficient (Table 6) of the five-question set examining the participants perception of employee trust was .706 and for participants' perceptions regarding control mutuality was .824. In the responses to the five questions revealing participants' perceptions of commitment to the organization, the Cronbach's alpha coefficient was .891, and for participants' perceptions about job satisfaction with the organization, .899. The Cronbach's alpha coefficient was .954 for the 18 questions around Leadership Communication Transparency (TP). Each of the question sets within the survey exceeded the acceptable value of .700, illustrating a reliable consistency in the instrument.

I conducted a regression analysis on the pilot study data to test for four assumptions: (a) normal distribution of independent variables, (b) linear relationship, (c) reliability of measurement, and (d) homoscedasticity. I analyzed the results using a standard regression analysis including examination of the values of Tolerance and Variance Inflation Factor (VIF) to test for multicollinearity; the Mahalanobis distance in the Residual Statistics table, to test for outlier existence; the Normal P-P Plot and Scatterplot to test for regression analysis violation; and Levene's Test, allowing me to identify if variances are equal across groups or samples.

I first examined the values of Tolerance and Variance Inflation Factor (VIF) in a Coefficients table produced as part of the SPSS® multiple regression procedure to test for the potential of multicollinearity among employee trust, control mutuality, commitment and satisfaction. The presence of multicollinearity happens when the values of Tolerance prove less than .10 or the Variance Inflation Factor (VIF) is above 10 (Pallant, 2016). The coefficients table in the pilot study data analysis (see Appendix C) shows that the values of Tolerance were never less than .10 (ET =.412, CM=.346, CO=.344, and SA=.301) and the VIF for each independent variable never exceeded the threshold of 10 (ET=2.427, CM=2.892, CO=2.906, and SA=3.318), therefore, multicollinearity did not occur.

When inspecting the data for outliers, I examined the maximum value of the Mahalanobis distance in the Residual Statistics table for outlier existence (Farne & Vouldis, 2018). An outlier occurs when the maximum value of Mahalanobis distance exceeds the critical value of 18.47 for four variables (Pallant, 2016). From the residual statistics table shown in Appendix C, the maximum Mahalanobis value was 12.451, which is less than the critical value of 18.47; thereby confirming the absence of outliers in this pilot study.

I examined the Normal P-P Plot of regression-standardized residual on the dependent variable and utilized the Scatterplot test to examine possible regression analysis violation (Field, 2018). In this case, the dependent variable of Transparent Leadership Communication was examined on the Normal P-P Plot (see Appendix C) and in the centralization of the residuals distribution in Scatterplot (see Appendix C) and showed no regression analysis violation. Researchers Fidell and Tabachnick (2013) used these analyses in studies to confirm normal distribution, linearity, and homoscedasticity.

Lastly, I performed a homoscedasticity test using Levene's Test, allowing me to identify if variances are equal across groups or samples (Field, 2018) by showing a significance factor > .05 (Fidell & Tabachnick, 2013). Table 7 shows the values of Levene's statistic, degree of freedom, and significance for the four independent variables. The significant values for all variables were > .05, (Trust = .170; Control Mutuality = .898; Commitment = .209; and Satisfaction = .941), indicating the test for homoscedasticity was satisfied.

Table 7.
Pilot Study – Test of Homogeneity of Variances

	Levene's statistic	df1	df2	Sig.
Trust	3.8	6	10	.170
Control Mutuality	.320	6	4.224	.898
Commitment	2.094	5	5.398	.209
Satisfaction	.127	3	7.299	.941

As a final step, I conducted multiple regression analysis within SPSS® to develop descriptive statistics for regression analysis, (b) a regression model summary, (c)ANOVA, and

(d) coefficients of the regression model (Albright & Marinova, 2015). Researchers utilize the statistical significance of correlation coefficients to measure variable relationships and to predict likely outcomes (Pallant, 2016). The results of the pilot study showed correlation coefficients that indicated predicted strengths between employee trust, control mutuality, commitment and satisfaction and leadership's willingness to communicate transparently (see Appendix C). After completing the pilot study data collection and analysis, I made no further changes to the study.

Following the pilot study data collection and analysis, I provided the career development center at SM4U with a REDcap™ survey link for distribution to the email database of contact information for the 550 alumni from the 2017 and 2018 graduating classes. REDcap™ is similar to Survey Monkey™ which is a third-party, online service that hosts and administers online surveys and has been shown to be an efficient and reliable tool for research (Regmi, Waithaka, Paudyal, Simkhada, & van Teijlingen, 2016). I made the survey available for three weeks. Participants completing the survey equaled 78, exceeding the 76-participant sample size needed in order to detect relationships between independent and dependent variables, if such relationships were present.

I collected participant demographic data in the first part of the survey, including information about age, gender, years of experience and communication preferences (see Appendix D). Among the 78 participants, 54 were female and 24 were male. The participants were all born between 1995 and 2002, with 82 percent of respondents born in 1995, 1996 or 1997 and 93.5 % had worked at their jobs for three years or less. All (100%) of participants fell into the non-management or lower-management categories.

When participants were asked to rank their top three preferences regarding how they would most like to receive information about their company's new decisions, policies, strategies,

changes, etc., e-mail was the most preferred method of communication with 74.35% of respondents indicating a preference. Face-to-face, all employee meetings were a preferred communication channel by 70.51% of participants. Information shared directly from their supervisors was preferred by 42.30% of respondents. Additional rankings of top three preferences for communication about a company's new decisions, policies or changes, showed preference levels for print communication like newsletters and reports at 24.35%; text messages at 24.35%; social media, phone or voicemail, and the company website all at 10% preference levels. The company's intranet ranked last, with 7.69% of respondents placing the company's intranet in their top three preferred modes of communication.

I gathered answers to a subset of five questions corresponding to the first independent variable, employee trust; a second subset of five questions corresponding to the second independent variable, control mutuality; a third subset of five questions corresponding to the third independent variable, commitment; and a fourth subset of five questions corresponding to the fourth independent variable, satisfaction. The final 18 questions corresponded to the dependent variable, transparent leadership communication, for 38 questions.

I pulled the raw data from participant responses in REDcap™, and downloaded the data into Excel® to begin data analysis. I then took the Excel® data and uploaded the data into SPSS® statistical software. I performed a standard multiple linear regression to produce (a) correlations, (b) model summary, (c)ANOVA, (d) coefficients, (e) residuals statistics, (f) normal P-P of regression standardized residual, (g) scatterplot, and (h) Levene's test.

Data Analysis

The purpose of this quantitative correlational study was to examine if there was a correlation between Generation Z's levels of employee engagement (trust, control mutuality,

commitment and satisfaction) and leadership's willingness to communicate transparently. To ensure the reliability of the instrument, which is critical for the interpretation of statistical tests (Rovai et al, 2013), I conducted the Cronbach's alpha test on the 78 survey responses. The Cronbach's alpha test generates a number ranging from 0 to 1 with an acceptable reliability score being one that is 0.7 and higher (Heale & Twycross, 2015). Each of the question sets within the survey exceeded the acceptable value of .700, illustrating a reliable consistency in the instrument.

Table 8.
Pilot Study – Cronbach's Coefficients for Sets of Questions

Question Set	N	Cronbach's alpha
Trust (ET)	78	.765
Control Mutuality (CM)	78	.851
Commitment (CO)	78	.869
Satisfaction (SA)	78	.936
Transparency (TP)	78	.950

As the data shows in Table 8, the Cronbach's alpha coefficient of the five-question set examining the participants' perceptions of employee trust was .765 and for participants' perceptions regarding control mutuality was .851. In the responses to the five questions revealing participants' perceptions of commitment to the organization, the Cronbach's alpha coefficient

was .869 and for participants' perceptions about job satisfaction with the organization, .936. The Cronbach's alpha coefficient was .950 for the 18 questions around Leadership Communication Transparency. All of the question sets surpassed the acceptable value of .700, giving me the assurance of reliable consistency in the instrument.

I analyzed descriptive statistics including the mean, standard deviation and number of survey participants (N) for each set of questions about Generation Z's levels of employee engagement (trust, control mutuality, commitment and satisfaction) and leadership's willingness to communicate transparently (Table 9). Researchers utilize descriptive statistics to describe data in ways that are meaningful and useful (Pallant, 2016). Researchers use descriptive statistics to assist in data interpretation but not to influence the regression analysis (Field, 2018).

Table 9.
Descriptive Statistics

Question Set	Mean	Std. Deviation	N
Transparency (TP)	88.6096	21.02185	78
Trust (ET)	25.4615	5.80347	78
Control Mutuality (CM)	23.5833	6.05678	78
Commitment (CO)	25.8654	6.28938	78
Satisfaction (SA)	26.4744	6.56184	78

The descriptive data analyses in Table 9 showed the average weight for 78 responses on trust, control mutuality, commitment, and satisfaction and were useful in looking at the mean and standard deviations for each variable. Descriptive statistics form the basis for more sophisticated analysis (Fidell & Tabachnick, 2013). The descriptive data in Table 10 includes tabulations of descriptive data analysis, including Pearson's correlation, 1-tailed significance, and the number of cases that contribute to the correlation. Field (2018) described the correlation table as an essential element to examining how predictors correlate, and that multicollinearity cannot exist if non-correlation between predictors is > .900.

Table 10.
Correlations

		TP	ET	CM	CO	SA
Pearson Correlation	TP	1.000	.768	.779	.763	.790
	ET	.768	1.000	.780	.658	.675
	CM	.779	.780	1.000	.715	.761
	CO	.763	.658	.715	1.000	.834
	SA	.790	.675	.761	.834	1.000
Sig. 1-tailed	TP		.000	.000	.000	.000
	ET	.000		.000	.000	.000
	CM	.000	.000		.000	.000
	CO	.000	.000	.000		.000
	SA	.000	.000	.000	.000	
N	TP	78	78	78	78	78
	ET	78	78	78	78	78
	CM	78	78	78	78	78
	CO	78	78	78	78	78
	SA	78	78	78	78	78

Researchers use correlations to identify relationships between variables but not to establish causation (Field, 2018). The data in correlation matrix from Table 10 showed a 1-tailed significant value of zero ($p < .005$) and correlations between predictions < .900. In regard to transparent leadership communication (TP), the highest correlation was between satisfaction and transparent leadership communication ($r = .790$, $p < .001$), indicating satisfaction had the highest correlation to transparent leadership communication.

Additional parametric statistics, the most common type of inferential statistics, can be utilized to help generalize the findings of a sample to the population it represents (Green & Salkind, 2016). Pallant (2016) suggests tests of the parametric data to examine the presence of outliers, multicollinearity, normality and homogeneity of variance. I performed these tests to examine the data. The examination of the data for outliers is critical to ensuring that the regression model is not biased (Field, 2018).

I examined the standardized minimum and maximum residual values from the residuals statistics table in Appendix D. Outliers occur when the standardized residual values are < -3.0 or > 3.0 (Fidell & Tabachnick, 2013). The standardized residual values were shown to be -3.220 and 2.334. I further examined the Mahalanobis value in the residuals statistics table in Appendix D and found a maximum Mahalanobis value of 20.508. An outlier occurs when the maximum value of Mahalanobis distance exceeds the critical value for four variables of 18.47 (Pallant, 2016). Since the critical value and actual value are close but there was evidence of the farthest Mahalanobis distance being 20.508, I did a further examination using Cook's Distance. I examined Cook's Distance whereby, if Cook's Distance minimum and maximum are less than 1, then outliers do not impact the data analysis (Field, 2018). As shown in Appendix D, the Cook's distance minimum was shown as .000 and maximum as .439, both equaling less than one; therefore, no further action was taken to assess for outliers.

I tested the study data for the potential of multicollinearity among employee trust, control mutuality, commitment and satisfaction by examining the values of Tolerance and Variance Inflation Factor (VIF) in a Coefficients table produced as part of the SPSS® multiple regression procedure. The coefficients table in the final study data analysis (see Appendix D) shows that the values of Tolerance were never less than .10 (ET =.369, CM =.287, CO =.284, and SA =.248),

and the VIF for each independent variable never exceeded the threshold of 10 (ET=2.707, CM =3.486, CO = 3.521, and SA = 4.025). The presence of multicollinearity happens when the values of Tolerance prove less than .10 or the Variance Inflation Factor (VIF) is above 10 (Pallant, 2016). Since none of the Tolerance values were less than .10 and the VIF was never above 10, multicollinearity did not occur and the study data met the multicollinearity assumption test.

I performed a homoscedasticity test using Levene's test, allowing for an analysis of the absolute difference between each deviation score and the mean of that group. Levene's test is non-significant when the value of Sig is above .05 ($p > .05$), allowing me to identify if variances are equal across groups or samples (Field, 2018). If the Levene's test is positive ($p < .05$), then the variances in the different groups are different, suggesting the groups are not homogeneous and additional tests may be needed (Fidell & Tabachnick, 2013). Table 11 shows the values of Levene's statistic, degree of freedom, and significance for the independent variables. The significant values for all variables were > .05, indicating there was no violation of homoscedasticity.

Table 11.
Homogeneity of Variances

	Levene's statistic	df1	df2	Sig.
Trust	.632	15	34.864	.836
Control Mutuality	.476	15	33.357	.937
Commitment	1.254	18	21.019	.307
Satisfaction	.475	14	21.305	.923

Lastly, I examined the normal P-P plot graph which provides a graphical representation of whether or not a data set is approximately normally distributed (Albright & Marinova, 2015). In this analysis, the data are plotted against a theoretical normal distribution. Researchers expect that the points should form an approximately straight line in a normal distribution (Field, 2018). The variable exists in a reasonably straight line from bottom to top in Figure 1, representing no issue with normality. The scatterplot in Figure 2 is relatively equally distributed, with no pattern evident, indicating a normal distribution.

Figure 1.
Normal P-P Plot of Regression

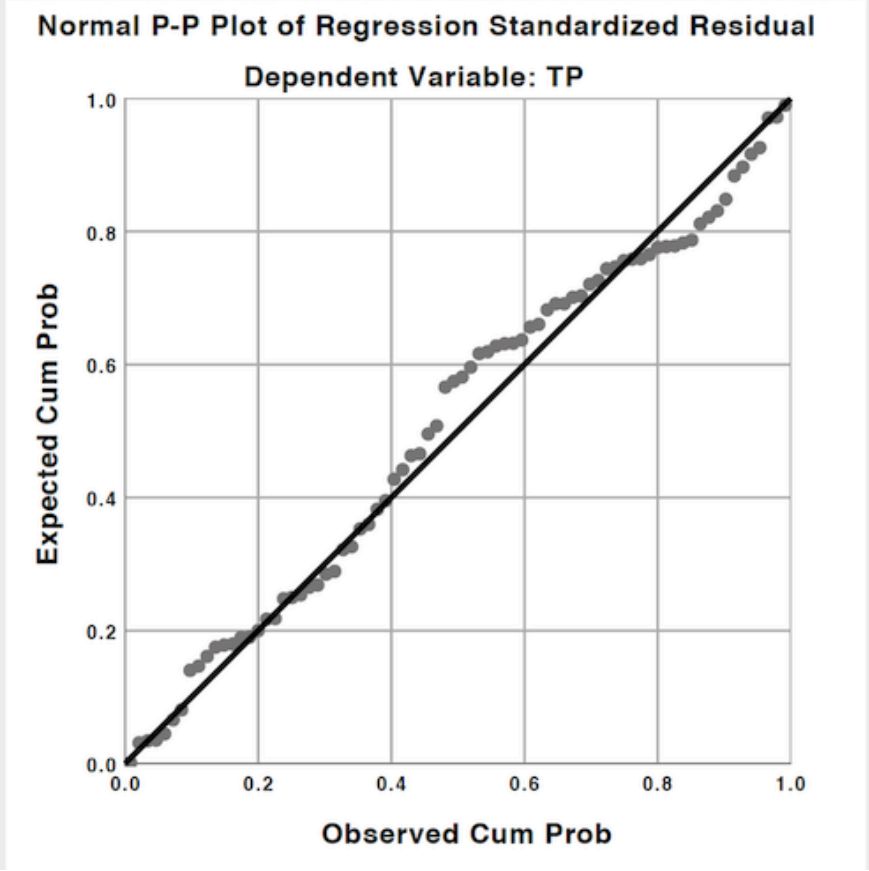
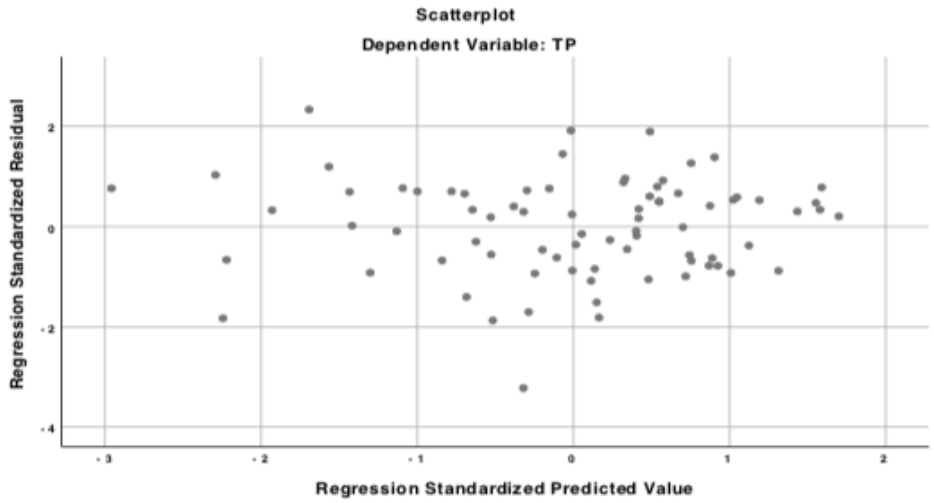


Figure 2.

Scatterplot graph of regression standardized for dependent variable



The Beta value of trust was shown as .303, explaining that trust was the strongest unique contribution to transparent leadership communication. By analyzing the correlations between Generation Z's levels of employee engagement and leadership's willingness to communicate transparently, the research isolated the key components of employee engagement (trust, control mutuality, commitment and job satisfaction). Trust is a key component of organizational commitment and overall employee satisfaction (Men, 2015b).

Table 12.
Regression Analysis Summary for Predictor Variables

		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	4.585	5.913		.775	.441
	ET	1.098	0.349	0.303	3.146	.002
	CM	0.669	0.379	0.193	1.763	.082
	CO	0.656	0.367	0.196	1.787	.078
	SA	0.881	0.376	0.275	2.342	.022

Note: N = 78. Dependent variable = Transparent leadership communication.

Tests of Hypotheses

This quantitative correlational study focused exclusively on one specific age group, Generation Z (born in 1995 or after). I sought to analyze correlations between a generation's levels of employee engagement and leadership's willingness to communicate transparently through the study. A greater understanding of these correlations may encourage leaders to enhance their transparent leadership communication in an attempt to impact employee engagement among Generation Z, the newest generation to enter the workforce.

The statistical significance for the predictors shown in the ANOVA table (see Appendix D) repeated .000, where $p < .005$, indicating that the null hypotheses *H1o, H2o, H3o, and H4o* were not supported. The values listed in Table 7, Correlations, showed a relationship between the four independent variables and the dependent variable. According to Pallant (2016), for a strong correlation between the independent and dependent variables to occur, values are > .3. In Table

7, the Pearson's Correlation values for trust = .768; for control mutuality = .763; for commitment = .762 and for satisfaction =.790, indicating a strong correlation between the independent variables and transparent leadership communication. This finding supports all four alternative hypotheses, *H1a, H2a, H3a, and H4a,* indicating that Generation Z's trust, feelings of control mutuality, commitment to the organization, and job satisfaction are strongly correlated with transparent leadership communication.

An analysis of R Square is required to further explain how much each independent variable impacted the variance in the dependent variable (Pallant, 2016). In looking at the Model Summary (see Appendix D), the R Square value equals .750 indicating that all four predictors accounted for 75.0% of the variance in transparent leadership communication behavior. In examining the ANOVA table (see Appendix D), I considered the F ratio which is the ratio of two mean square values (Pallant, 2016). If the F ratio is closer to 1, the null hypothesis is supported; if the F ratio is large, the regression is formative and the model is acceptable (Field, 2018). In the ANOVA table in Appendix D, the F ratio equaled 54.691, making regression formative and the null hypothesis unlikely to occur. Therefore, in this study, all four null hypotheses were not supported.

Summary

The correlation between employee satisfaction and transparent leadership communication proved the strongest (r = .790, p = .000). Employee sense of control mutuality (.779, p = .000) proved a close second with trust (r = .768, p = .000) and employee commitment to organization (r = .763, p = .000), third and fourth respectively. As shown in Table 12, the Beta value of trust was .303, explaining that trust was the strongest unique contribution to transparent leadership communication. The ANOVA table in Appendix D showed a significant contribution of all four

predictors to transparent leadership communication where p = .000 (<.001). In Chapter 5 I discuss recommendations and conclusions regarding the impact and applicability of the survey results.

Chapter 5: Discussion/Recommendations/Conclusion

Understanding what makes up a generation and specifically the characteristics attributed to the newest generation to enter the workforce, Generation Z, may assist leaders as they attempt to communicate with a new breed of employee. Generation Z is defined as individuals born in 1995 and after (Sparks & Honey, 2014) and Generation Z has specific wants and needs as it relates to leadership communication. Researchers identified transparent leadership communication as the keystone of a contemporary organization's abilities to achieve positive relationships with internal and external audiences (Men & Stacks, 2014) and may prove critical to creating an organization-employee relationship that stands the test of time.

The willingness of employees to enter into a personal conversation with leadership can enable a sense of community within the organization (Lemon & Palenchar, 2018). Researchers argued that transparent leadership communication leads to quality relationships and employee engagement (Rawlins, 2008). Researchers Men and Stacks (2014) previously showed that sharing substantial information with employees could help to encourage participation, to impact levels of trust, to improve commitment and to enhance job satisfaction. Leaders can begin to formulate communication strategies to improve interactions with Generation Z employees, yielding significant benefits for organizations everywhere.

Relating Findings to the Literature

The results of this quantitative correlational study supported the prediction that a correlation exists between Generation Z's levels of employee engagement and leadership's willingness to communicate transparently. Research questions and hypotheses were as follows:

- RQ1: Is there a relationship between employee trust and leadership's willingness to communicate transparently?

H1a: There is a relationship between trust and transparent communication. *Supported*

H1o: There is no relationship between trust and transparent communication.

- RQ2: Is there a relationship between employee control mutuality and leadership's willingness to communicate transparently?

  H2a: There is a relationship between control mutuality and transparent communication. *Supported*

  H2o: There is no relationship between control mutuality and transparent communication.

- RQ3: Is there a relationship between employee commitment to the organization and leadership's willingness to communicate transparently?

  H3a: There is a relationship between commitment and transparent communication. *Supported*

  H3o: There is no relationship between commitment and transparent communication.

- RQ4: Is there a relationship between employee job satisfaction and leadership's willingness to communicate transparently?

  H4a: There is a relationship between job satisfaction and transparent communication. *Supported*

  H4o: There is no relationship between job satisfaction and transparent communication.

The correlation between employee satisfaction and transparent leadership communication proved the strongest ($r = .790$, $p = .000$). Employee sense of control mutuality (.779, $p = .000$) ranked second with trust ($r = .768$, $p = .000$), and employee commitment to organization ($r = .763$, $p = .000$), placed third and fourth respectively. The results established that there is a correlation between Generation Z's levels of employee engagement and leadership's willingness to communicate transparently.

Researchers describe Generation Z as different in many ways from previous generations, and often identify Generation Z as heavy users of technology, with online communication, entrepreneurship and innovation embedded into the generation's value system (Kleinschmit, 2015). The leadership role of impacting employees' value systems and infusing transparent leadership communication throughout the organization proves to be a continual challenge for leaders (Kang & Sung, 2017). Leaders must couple this challenge with the unique differences of Generation Z, as this newest generation enters the workforce (Essner, 2018).

Job Satisfaction

The findings of this study produced the strongest correlation ($r = .790$, $p = .000$) between employee satisfaction and leadership's willingness to communicate transparently. Employee job satisfaction, a by-product of engagement, has been shown to result in a more attentive, absorbed and involved workforce (Kang, 2010). Researchers have described job satisfaction as the collective effort of (1) the employee-organization relationship, (2) the employee-supervisor relationship and (3) the employee-coworker relationship (Alegre & Berbegal-Mirabent, 2015). This suggests that satisfaction is driven from relationships infused with social exchange and communication, which are inherent in positive relationships.

The findings of Alegre & Berbegal-Mirabent (2015) also showed that multiple paths to explaining job satisfaction are all related to an employee's understanding and identification with organizational strategy. Transparent leadership communication helps to fuel organizational performance (Janson, 2015) and creating an engaged workforce demands strong leadership communication (Jiang & Men, 2017). This underscores the correlation between employee satisfaction and leadership's willingness to communicate transparently with Generation Z.

Control Mutuality

The findings of this study produced the second highest correlation between an employee's sense of control mutuality and transparent leadership communication (.779, p = .000). Control mutuality is defined as "the degree to which parties agree on who has the rightful power to influence one another" (Hon & Gruning, 1999, p. 3). Kahn & Fellows (2013) found that the inhabitation of a work role allows employees with a moderate level of engagement to assert themselves more fully in the workplace.

Generation Z has been described as pragmatic and very aware of economic and global limitations when it comes to their personal and career ambitions, understanding that many elements of their lives are not within their control (Kleinshmit, 2015). If stakeholders perceive a relationship where partners share input about goals, strategies, suggestions and opinions, stakeholders are more likely to exhibit favorable feelings and an expectation of a positive relationship (Sisson, 2017). A correlation between cultivating a greater sense of control mutuality through transparent leadership communication underscores previous research findings.

Trust

The findings of this study produced a correlation between trust (r = .768, p = .000) and transparent leadership communication. In the regression analysis summary (Table 12), the study showed that the highest Beta value was derived from trust at .303, explaining that trust was the strongest unique contribution to transparent leadership communication. (Beta values = trust, .303; satisfaction, .275; commitment, .196; control mutuality, .193). Men (2015b) found that transparent leadership communication played a crucial role in building quality relationships driven by key components of trust including the consistency of words and behaviors of both parties, as well as dependability and competence.

Commitment

The correlation between employee commitment to the organization (r = .763, p = .000) and transparent leadership communication illustrated Generation Z's interest in an ongoing desire to maintain and promote a long-term organizational relationship. Generation Z has been described as easily influenced by new media and virtual comradery (Stillman & Stillman, 2017) suggesting that commitment to technology may override commitment to organization or person. However, in order to fully commit, Generation Z demands trust and truthfulness from those they interact with (Giunta, 2017). This area looms large as leadership seeks to win the hearts and minds of Generation Z, underscoring the importance of this study's finding.

Findings Tied to Kahn's Theory

Reaching Generation Z with transparent leadership communication can bring employees and leaders into crucial conversations around topics that matter. The results of the research study showed the correlation with employee engagement and transparent leadership communication was highest around predictors, job satisfaction (r = .790, p = .000) and employee sense of control mutuality (.779, p = .000). Trust (r = .768, p = .000) and employee commitment to organization (r = .763, p = .000) ranked third and fourth respectively. Transparent leadership communication correlates with building a quality relationship with Generation Z employees. Similarly, in Kahn's (1990) research findings around personal engagement and disengagement, he showed that employees move in and out of engagement and that a worker's transition in and out of engagement was found to be based on employees' personal satisfaction with connections to their work and others, highlighting the impact of transparent leadership communication on job satisfaction. Transparent leadership communication has been found to predict employee

satisfaction and positive employee outcomes such as job satisfaction, loyalty, relationship, and supportive word-of-mouth (Men & Stacks, 2014).

Research studies on employee engagement and disengagement showed that the inhabitation of a work role allows employees with moderate engagement levels to assert true expressions of themselves in their workplace roles (Kahn, W. A., & Fellows, S., 2013). Kahn et al. (2018) found employees are more likely to perform at higher levels and exert discretionary effort when the work environment is favorable and when organizational leaders incorporate practices that support a worker's needs and passions. Organizations that share significant information with employees, boost employee participation, communicate balanced information, and are receptive to employee scrutiny are more likely to gain employee trust and enjoy higher levels of performance (Kahn et al., 2018). Romans and Toaben (2016) identified that organizations with engaged workforces are an output from leaders who include work teams in business strategy construction, theorizing that engagement is integral to the core processes of an organization.

Implications and Recommendations for Action

Reaching Generation Z with transparent leadership communication can bring employees and leaders into crucial conversations around topics that matter. The results of the research study showed the correlation with employee engagement and transparent leadership communication was highest around predictors, job satisfaction ($r = .790$, $p = .000$) and employee sense of control mutuality (.779, $p = .000$). Trust ($r = .768$, $p = .000$) and employee commitment to organization ($r = .763$, $p = .000$), ranked third and fourth respectively. Generation Z is the first generation considered to be true digital savants, capable of multi-tasking across five screens at once and co-creating new communication outputs using multiple forms of technology (Guinta, 2017). Texting

and instant messaging carries much of their personal communication with far less time spent using traditional telephone or e-mail interchanges (Stillman & Stillman, 2017). Researchers Kim and Ko (2014) established that a crucial component of mutual trust is effective knowledge sharing, establishing the urgency for leaders to find credible, efficient and effective ways of reaching Generation Z with transparent leadership communication.

As part of this research study, participants were asked to rank their top three preferences for receiving information about their company's new decisions, policies, strategies, changes, etc. E-mail, face-to-face, all employee meetings and information shared directly from supervisors were the three most preferred means of organizational communication among Generation Z participants (see Appendix D). Participants were asked to select from: print communication like memos, brochures, newsletters, reports, policy manuals or posters; e-mail; text messages; phone or voicemail; company website; company intranet; social media (Twitter, Facebook, LinkedIn, company blog, etc.); face-to-face, all-employee meetings; and information shared by direct supervisor. These methods of communication are among the most likely modes of communication inside organizational structures (Jiang & Men, 2017).

When receiving information about their company's new decisions, policies, strategies, and changes, e-mail -- not social media -- is the preferred digital means of communication (see Appendix D). In the data collected (see Appendix D), social media was selected 10% of the time as a preferred communication method to receive information about a company's new decisions, policies, strategies, and changes, despite Generation Z often being described as incapable of functioning without using social media to communicate (Guinta, 2017). Social media rules Generation Z's personal lives, but when it comes to company information, more information is needed on how to take full advantage of social media to engage Generation Z.

Transparent leadership communication requires organizational leaders to communicate substantial information, while giving stakeholders opportunities to participate and hold leaders accountable (Conte, Siano, & Vollero, 2017). In the data collected (see Appendix D), e-mail was the most preferred method of communication with 74.35% of respondents indicating a preference, suggesting that specific online modalities are in Generation Z's comfort zone when receiving leadership communication. Reaching Generation Z through e-mail with key communication messages could allow leaders an opportunity to bring factual, direct messages about organizational strategy. Researchers have shown that bringing employees into the conversation about organizational strategy impacts job satisfaction (Alegre & Berbegal-Mirabent, 2015). An effective e-mail communication strategy remains critical to effective organizational communication.

Face-to-face, all employee meetings were a preferred communication channel by 70.51% of Generation Z participants. Information shared directly from their supervisors was preferred by 42.30% of respondents. Previous research from Men and Stacks (2014) found that transformational leadership imbued with interactive, visionary and empowering communication outputs is critical to employees' perceptions of an organization's commitment to transparent communication. Direct, face-to-face communication promotes positive employee outcomes and is preferred by Generation Z.

Additional rankings of top three preferences for communication about a company's new decisions, policies or changes, showed preference levels for print communication like newsletters and reports at 24.35%; text messages at 24.35%; social media, phone or voicemail, and the company website all at 10% preference levels. The company's intranet ranked last, with 7.69% of respondents placing the company's intranet in their top three preferred modes of

communication. The results of this study indicate that creating an employee-centered, transparent leadership communication system that disseminates detailed, substantial, fair and accurate information and invites Generation Z's face-to-face participation is pertinent as a new generation takes hold in the workplace.

Recommendations for professional practice would suggest leaders utilize multiple forms of communication to reach Generation Z, coupling e-mail distribution with face-to-face modes of communication. Frontline managers, often referred to as line managers, are positioned in the middle of the organizational hierarchy and can be employees' most trusted and valued source of information about organizational changes and objectives (Men & Stacks, 2014). Information shared directly from supervisors suggests the need to create a multi-layered, organizational communication culture. Generation Z is open and receptive to transparent leadership communication; however, organizations must step boldly into the communication fray.

Cultivating a sense of belonging and engagement with employees has been shown to create a favorable employee perception which potentially leads to other supportive behaviors (Kang & Sung, 2017). The regression analysis summary (Table 12) of this study showed that the highest Beta value was derived from trust at .303, explaining that trust was the strongest unique contribution to transparent leadership communication (Beta values = trust, .303; satisfaction, .275; commitment, .196; control mutuality, .193). Trust can be a leader's most precious commodity, with transparent leadership communication playing an important role, by displaying consistency of words and behaviors of both parties, as well as dependability, and competence (Men, 2015b). Utilizing the findings from this study suggests that impacting employee engagement, through multiple modes of communication, may lead to more favorable expectations of a positive relationship. When stakeholders perceive a relationship where partners

share input about goals, strategies, suggestions and opinions, trust and control mutuality are positively impacted (Sisson, 2017).

Recommendations for Further Study

The results of this study aligned with previous research that confirmed transparent leadership communication positively correlates with employee engagement (Jiang & Men, 2017; Kang & Sung, 2017; Men & Stacks, 2014; Men, 2015a). Although the findings in this study produced strong correlations between Generation Z, employee engagement and transparent leadership communication, utilizing a larger, more diverse sample may bring an increased degree of exactness. All 78 respondents (100%) were culled from the e-mail database of a small, midwestern four-year university's 2017 and 2018 alumni. Broadening the respondent pool to include a larger sample size and/or to encompass alternative geographical regions of the U.S. may confirm the significance of the study's results.

Qualitative research to probe Generation Z's deeper insights into employee engagement motivation could yield additional perspective. Researchers identify quantitative research as being particularly effective at describing the structure of an issue while qualitative research more adequately addresses the development or progress of respondents' thinking and understanding around a topic (Bryman, 2017). Focus groups, semi-structured or unstructured interviews with Generation Z could create a deeper analysis of how Generation Z thinks about employee engagement and transparent leadership communication.

Finally, replicating this study in 10 years, once Generation Z has a decade of work experience, could create a fascinating look at how a generation navigates the tricky waters of paid employment and the subsequent impact on employee engagement. Longitudinal study designs measure the same individuals, seeking to characterize changes over time within cohorts

and can be particularly effective at examining how different phenomena change and adapt over time (Babbie, 2015). The first of Generation Z employees have entered the workforce, likely to make their own generational statement on how we work and live (Stillman & Stillman, 2017). A better understanding of how to keep Generation Z engaged, motivated and energized to find answers to some of life's most perplexing challenges will benefit organizational leaders and humanity as well.

Conclusion

I used a quantitative correlational study to determine if there is a correlation between Generation Z's levels of employee engagement and leadership's willingness to communicate transparently. The data used in this analysis reflected the responses to 38 questions using a 7-point Likert-type scale survey from 78 individuals who identified as Generation Z (born in 1995 or after) and as employed full or part-time. I conducted a quantitative analysis using IBM SPSS® v.25.0 to address the research questions. The study's findings supported all four of alternative hypotheses.

This quantitative correlational study focused exclusively on one specific age group, Generation Z (participants born in 1995 or after), to examine correlations between the generation's levels of employee engagement and leadership's willingness to communicate transparently. The results indicated a strong correlation between each of the independent variables (trust, control mutuality, job satisfaction and commitment) and leadership's willingness to communicate transparently. My hope is that an understanding of these strong correlations between variables will contribute to a compendium of best practices that leaders can use to build effective, mutually satisfactory communication programs and systems with Generation Z.

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Appendix A: Instrument

1. Gender: _____ Female _____ Male _____ Other _____ Prefer to not disclose

2. What is your age? _____

4. What year were you born? _____

5. What is your primary language? _____

6. What is your highest education degree completed?

No College (High School Education or below)

Some College

College Degree (including B.S., B.A. and Associate Degree)

Master's Degree

Doctoral Degree

7. What is your annual income? ____Less than $10, 000 ____$10,000-$29,999

____$30, 000-$49,999 ____$50,000-$69,999 ____ $70,000-$89,999 ____$90,000-$109,999

____ $110,000-$129,999 ____ $130,000-$149,999

____ More than $150,000

8. How many years have you worked at your company? _____

9. Do you work full or part-time?

10. What is your level of position in your company? __ Non-management __Lower level management __Middle level management__Top management

11. What is your manager's level of position in your company? __ Non-management __Lower level management __Middle level management__Top management

12. How do you prefer to receive information about your company's new decisions, policies, strategies, changes, etc.? Please check your top THREE.

· Print communication like memos, brochures, newsletters, reports, policy manuals or posters.

· E-mail

· Text messages

· Phone or voicemail

· Company website

· Company Intranet

· Social media (Twitter, Facebook, LinkedIn, company blog, etc.)

· Face-to-face, all-employee meetings

· Information shared by direct supervisor

Part II:

Please indicate the number that best describes the extent to which you agree with each statement when thinking about your current, full-time or part-time work.

1 = "Strongly Disagree"; 2= "Disagree"; 3= "Slightly Disagree"; 4= "Neither Disagree nor Agree"; 5= "Slightly Agree"; 6= "Agree"; 7= "Strongly Agree."

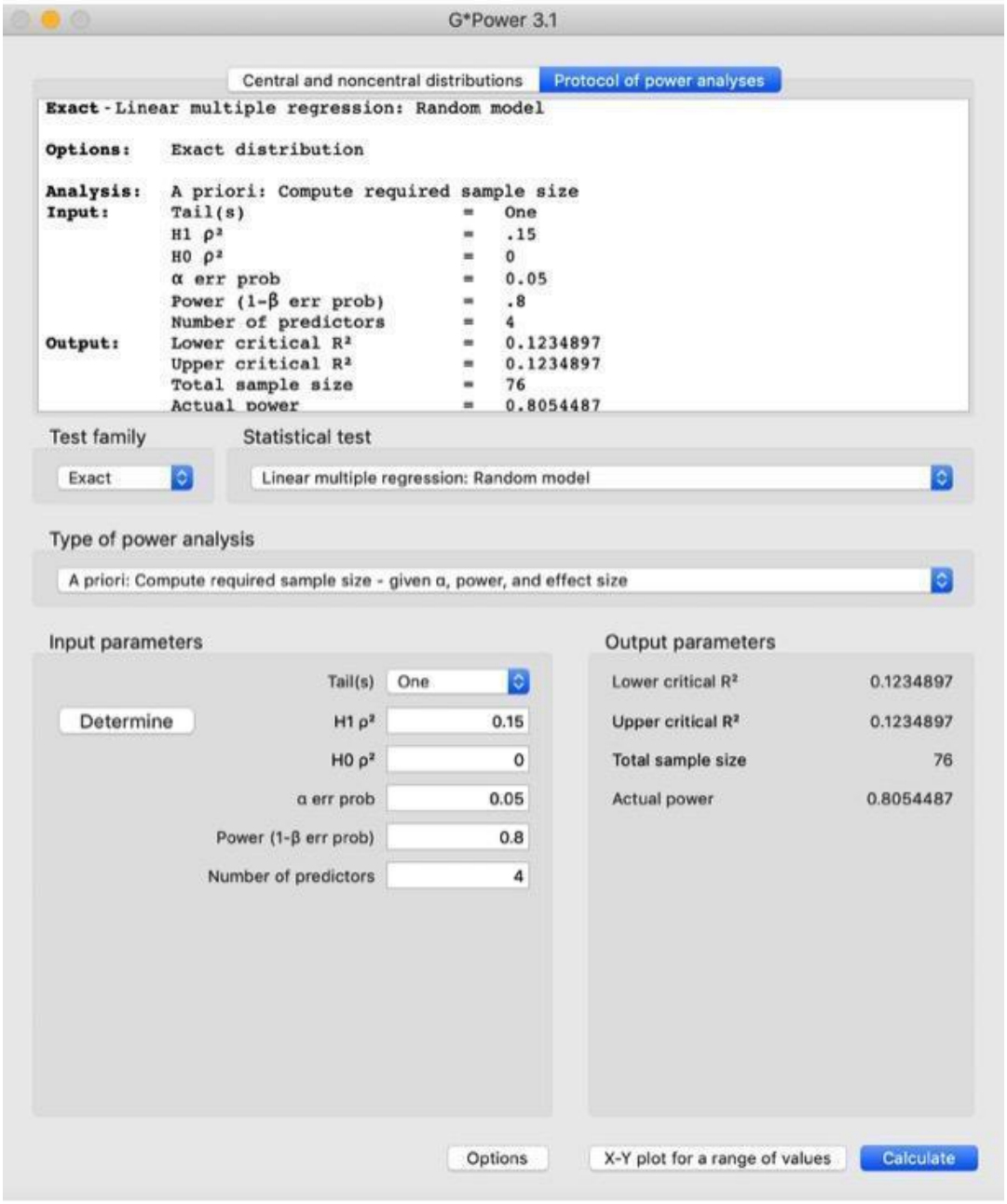
1. Whenever this company makes an important decision, I know it will be concerned about me.
2. This company can be relied on to keep its promises.
3. I believe that this company takes my opinions into account when making decisions.
4. I feel very confident about this company's skills.

5. This company does not have the ability to accomplish what it says it will do (R).
6. This company and I are attentive to what each other say.
7. This company believes my opinions are legitimate.
8. In dealing with me, this company has a tendency to throw its weight around (R).
9. This company really listens to what I have to say.
10. The management of this company gives me enough say in the decision-making process.
11. I feel that this company is trying to maintain a long-term commitment to me.
12. I can see that this company wants to maintain a relationship with me.
13. There is no long-lasting bond between this company and me (R).
14. Compared to other organizations, I value my relationship with this company more.
15. I would rather work together with this company than not.
16. I am happy with this company.
17. Both the organization and I benefit from the relationship.
18. I am not happy in my interactions with this company (R).
19. Generally speaking, I am pleased with the relationship this company has established with me.
20. I enjoy dealing with this company.
21. The company asks for feedback from people like me about the quality of its information.
22. The company involves people like me to help identify the information I need.
23. The company provides detailed information to people like me.
24. The company makes it easy to find the information people like me need.
25. The company asks the opinions of people like me before making decisions.

26. The company takes the time with people like me to understand who we are and what we need.
27. The company provides information in a timely fashion to people like me.
28. The company provides information that is relevant to people like me.
29. The company provides information that can be compared to previous performance.
30. The company provides information that is complete.
31. The company provides information that is easy for people like me to understand.
32. The company provides accurate information to people like me.
33. The company provides information that is reliable.
34. The company presents more than one side of controversial issues.
35. The company is forthcoming with information that might be damaging to the organization.
36. The company is open to criticism by people like me.
37. The company freely admits when it has made mistakes.
38. The company provides information that can be compared to industry standards.

Appendix B: Power Analysis

Protocol of Power Analyses Using G*Power 3.1



Appendix C - Pilot Study Data Analysis

Model		Collinearity Statistics VIF
1	(Constant)	
	ET	2.427
	CM	2.892
	CO	2.906
	SA	3.318

a. Dependent Variable: TP

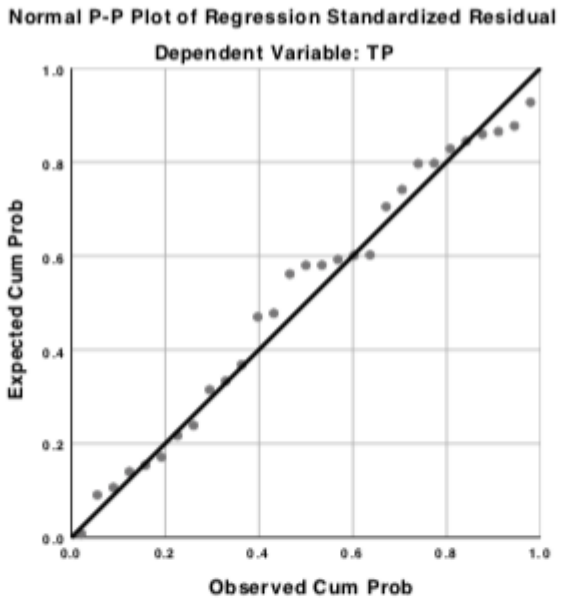
Coefficients[a]

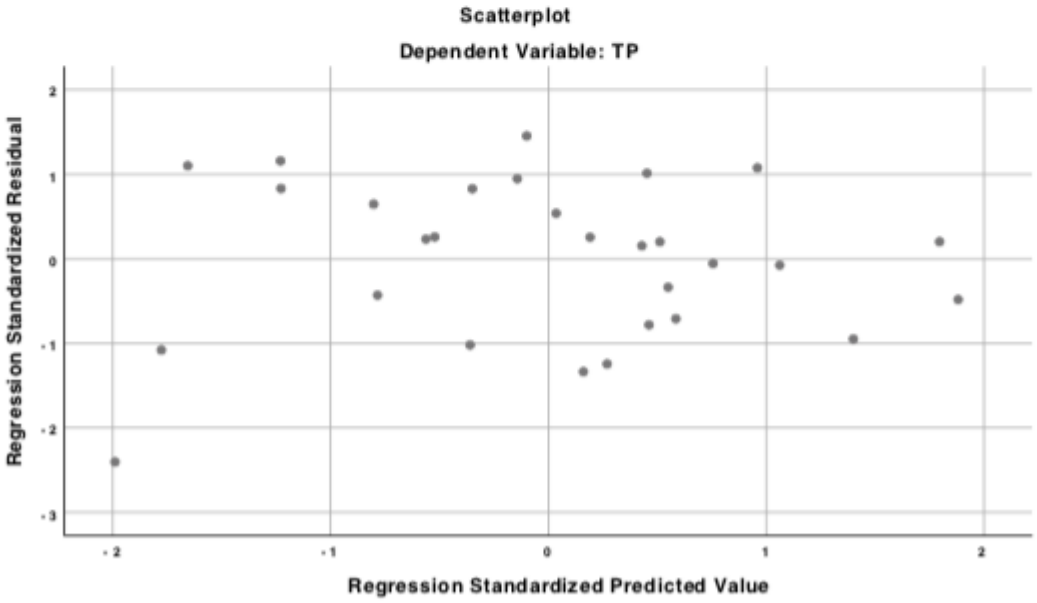
Model		95.0% Confidence Interval for B		Correlations			Collinearity Statistics
		Lower Bound	Upper Bound	Zero-order	Partial	Part	Tolerance
1	(Constant)	-.962	45.886				
	ET	-1.155	1.613	.647	.070	.039	.412
	CM	.801	3.356	.815	.565	.381	.346
	CO	-.544	1.679	.627	.210	.119	.344
	SA	-1.363	1.337	.621	-.004	-.002	.301

Residuals Statistics[a]

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	52.6857	118.9556	86.7464	17.12053	29
Std. Predicted Value	-1.989	1.881	.000	1.000	29
Standard Error of Predicted Value	2.720	8.549	4.893	1.564	29
Adjusted Predicted Value	53.1163	120.1388	87.3058	16.98803	29
Residual	-29.68570	17.95853	.00000	11.43408	29
Std. Residual	-2.404	1.454	.000	.926	29
Stud. Residual	-2.757	1.585	-.018	1.054	29
Deleted Residual	-39.06112	21.32752	-.55935	15.04701	29
Stud. Deleted Residual	-3.265	1.639	-.038	1.116	29
Mahal. Distance	.393	12.451	3.862	3.121	29
Cook's Distance	.000	.480	.072	.135	29
Centered Leverage Value	.014	.445	.138	.111	29

a. Dependent Variable: TP





*In the pilot study, 5 missing values of 1097 total values were imputed. To deal with missing data responses, I imputed the responses using the average of the responses in the corresponding question type (ET, CM, CO, SA, TP). Since these variables are computed in SPSS by summing over all questions in a type, substituting the average does not change an individual's response to these variables (Pallant, 2016).

Demographic Data - Pilot Study
N = 29

Gender
Female: 17 Male: 12

Age

18	19	20	21	22	23
2	6	4	11	5	1

Birth Year

1995	1996	1997	1998	1999	2000
1	3	11	4	6	4

Language
English as primary language = 28
Other = 1

Education
Some college = 25
College degree = 4

Income Table
Less than $10, 000 = 19
$10,000-$29,999 = 8
$30,000-$49,999 = 1
$50,000-$69,999 = 1

Years worked at company
1 year = 14
2 years = 10
3 years = 5

Work full-time = 7
Work part-time = 22

Level of position company
Non-management = 23
Lower level management = 6
Middle level management = 0
Top management = 0

Manager's level of position in company
Non-management = 6
Lower level management = 15
Middle level management = 8
Top management = 0

Prefer to receive information about company's new decisions, policies, strategies, changes, etc.?

6 = Print communication like memos, brochures, newsletters, reports, policy manuals or posters.
25 = E-mail
14 =Text messages
2 = Phone or voicemail
5 = Company website
1 = Company Intranet
6 = Social media (Twitter, Facebook, LinkedIn, company blog, etc.)
19 =Face-to-face, all-employee meetings
10=Information shared by direct supervisor

Appendix D - Full Study Data Analysis

Descriptive Statistics

	Mean	Std. Deviation	N
TP	88.6096	21.02185	78
ET	25.4615	5.80347	78
CM	23.5833	6.05678	78
CO	25.8654	6.28938	78
SA	26.4744	6.56184	78

Correlations

		TP	ET	CM	CO	SA
Pearson Correlation	TP	1.000	.768	.779	.763	.790
	ET	.768	1.000	.780	.658	.675
	CM	.779	.780	1.000	.715	.761
	CO	.763	.658	.715	1.000	.834
	SA	.790	.675	.761	.834	1.000
Sig. (1-tailed)	TP	.	.000	.000	.000	.000
	ET	.000	.	.000	.000	.000
	CM	.000	.000	.	.000	.000
	CO	.000	.000	.000	.	.000
	SA	.000	.000	.000	.000	.
N	TP	78	78	78	78	78
	ET	78	78	78	78	78
	CM	78	78	78	78	78
	CO	78	78	78	78	78
	SA	78	78	78	78	78

Residuals Statistics[a]

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	34.7517	119.5539	88.6096	18.20299	78
Std. Predicted Value	-2.959	1.700	.000	1.000	78
Standard Error of Predicted Value	1.284	5.706	2.570	.940	78
Adjusted Predicted Value	32.9555	119.4225	88.4909	18.43698	78
Residual	-34.77939	25.20439	.00000	10.51519	78
Std. Residual	-3.220	2.334	.000	.974	78
Stud. Residual	-3.258	2.669	.005	1.017	78
Deleted Residual	-35.58480	32.96691	.11869	11.52631	78
Stud. Deleted Residual	-3.500	2.790	.003	1.038	78
Mahal. Distance	.101	20.508	3.949	3.946	78
Cook's Distance	.000	.439	.021	.061	78
Centered Leverage Value	.001	.266	.051	.051	78

a. Dependent Variable: TP

Coefficients[a]

Model		95.0% Confidence Interval for B		Correlations			Collinearity Statistics
		Lower Bound	Upper Bound	Zero-order	Partial	Part	Tolerance
1	(Constant)	-7.201	16.370				
	ET	.402	1.793	.768	.346	.184	.369
	CM	-.087	1.425	.779	.202	.103	.287
	CO	-.076	1.388	.763	.205	.105	.284
	SA	.131	1.631	.790	.264	.137	.248

Model		Collinearity Statistics VIF
1	(Constant)	
	ET	2.707
	CM	3.486
	CO	3.521
	SA	4.025

a. Dependent Variable: TP

Trust

Test of Homogeneity of Variances

		Levene Statistic	df1	df2	Sig.
TP	Based on Mean	1.366	15	54	.198
	Based on Median	.623	15	54	.843
	Based on Median and with adjusted df	.623	15	34.864	.836
	Based on trimmed mean	1.324	15	54	.221

ANOVA

TP

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	25120.407	23	1092.192	6.621	.000
Within Groups	8907.293	54	164.950		
Total	34027.700	77			

Control Mutuality

Test of Homogeneity of Variances

		Levene Statistic	df1	df2	Sig.
TP	Based on Mean	.668	15	54	.804
	Based on Median	.476	15	54	.943
	Based on Median and with adjusted df	.476	15	33.537	.937
	Based on trimmed mean	.647	15	54	.822

ANOVA

TP

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	25629.935	23	1114.345	7.166	.000
Within Groups	8397.765	54	155.514		
Total	34027.700	77			

Commitment

Test of Homogeneity of Variances

		Levene Statistic	df1	df2	Sig.
TP	Based on Mean	2.413	18	55	.006
	Based on Median	1.254	18	55	.254
	Based on Median and with adjusted df	1.254	18	21.019	.307
	Based on trimmed mean	2.340	18	55	.008

ANOVA

TP

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	24453.407	22	1111.519	6.385	.000
Within Groups	9574.293	55	174.078		
Total	34027.700	77			

Satisfaction

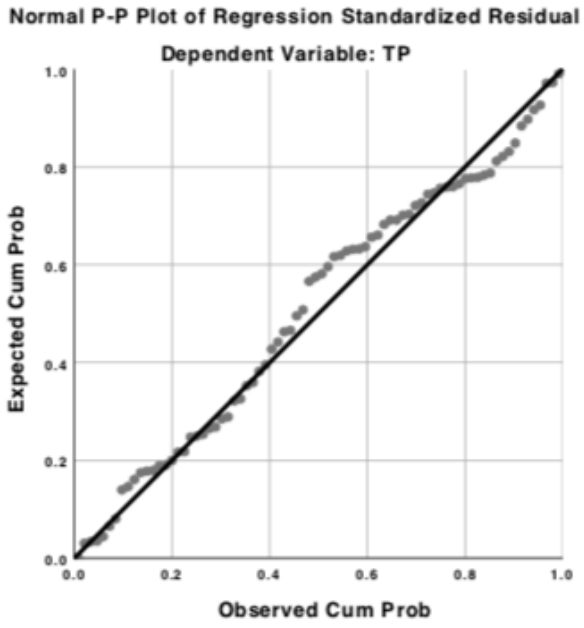
Test of Homogeneity of Variances

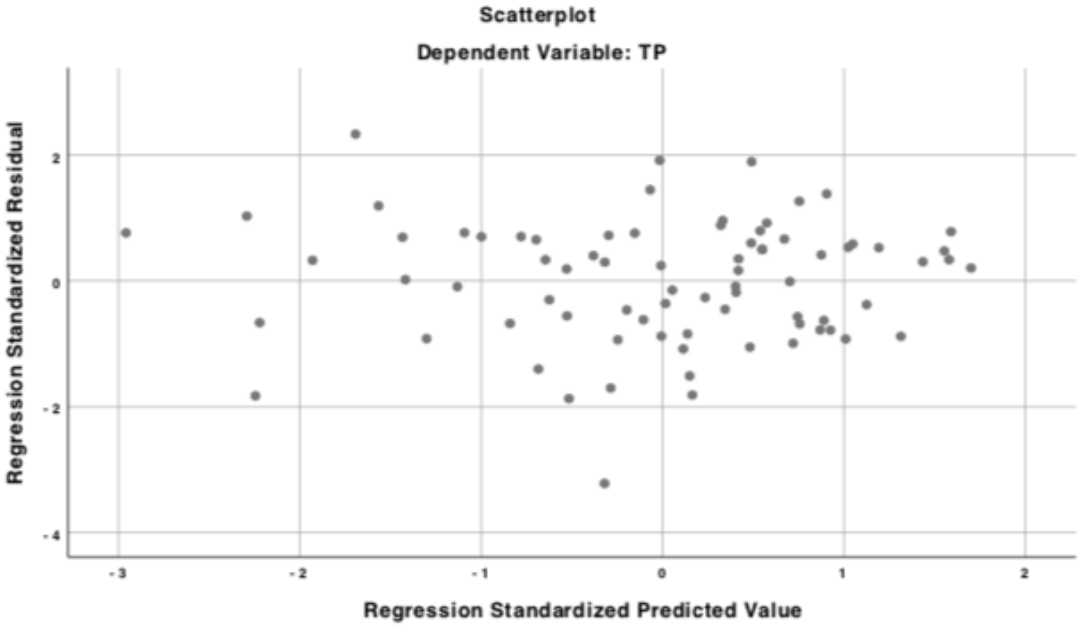
		Levene Statistic	df1	df2	Sig.
TP	Based on Mean	.917	14	54	.547
	Based on Median	.475	14	54	.937
	Based on Median and with adjusted df	.475	14	21.305	.923
	Based on trimmed mean	.758	14	54	.708

ANOVA

TP

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	25937.425	23	1127.714	7.527	.000
Within Groups	8090.275	54	149.820		
Total	34027.700	77			


Normal P-P Plot of Regression Standardized Residual
Dependent Variable: TP
Expected Cum Prob
Observed Cum Prob
0.0
0.2
0.4
0.6
0.8
1.0


Scatterplot
Dependent Variable: TP
Regression Standardized Residual
Regression Standardized Predicted Value
2
0
-2
-4
-3
-2
-1
0
1
2

Model		Unstandardized Coefficients B	Unstandardized Coefficients Std. Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	4.585	5.913		.775	.441
	ET	1.098	.349	.303	3.146	.002
	CM	.669	.379	.193	1.763	.082
	CO	.656	.367	.196	1.787	.078
	SA	.881	.376	.275	2.342	.022

Model Summary [b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.866[a]	.750	.736	10.79943

a. Predictors: (Constant), SA, ET, CM, CO

b. Dependent Variable: TP

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	25513.872	4	6378.468	54.691	.000[b]
	Residual	8513.828	73	116.628		
	Total	34027.700	77			

a. Dependent Variable: TP

b. Predictors: (Constant), SA, ET, CM, CO

* In the final study data, 8 missing values of 2,956 values were imputed.
To deal with missing data responses, I imputed the responses using the average of the responses in the corresponding question type (ET, CM, CO, SA, TP). Since these variables are computed in SPSS by summing over all questions in a type, substituting the average does not change an individual's response to these variables (Pallant, 2016).

Demographic Data – Full Study
N = 78

Gender
Female: 54 Male: 24

Age

16	17	18	19	20	21	22	23	24
2	1	1	8	1	6	23	28	7

Birth Year

1995	1996	1997	1998	1999	2000	2001	2002
31	21	12	1	7	3	1	2

Language
English as primary language = 77
Other = 1

Education
Some college = 3
College degree = 75

Income Table
Less than $10, 000 = 19
$10,000-$29,999 = 8
$30,000-$49,999 = 1
$50,000-$69,999 = 1

Years worked at company
1 year = 51
2 years = 20
3 years = 5
4 years = 1

Work full-time = 57
Work part-time = 21

Level of position company
Non-management = 59
Lower level management = 12
Middle level management = 6
Top management = 1

Manager's level of position in company
Non-management = 4
Lower level management = 16
Middle level management = 40
Top management = 18

Prefer to receive information about company's new decisions, policies, strategies, changes, etc.?

19 = Print communication like memos, brochures, newsletters, reports, policy manuals or posters.
58= E-mail
19=Text messages
8 = Phone or voicemail
8 = Company website
6 = Company Intranet
8 = Social media (Twitter, Facebook, LinkedIn, company blog, etc.)
55 = Face-to-face, all-employee meetings
33 = Information shared by direct supervisor